

**USAID/Jordan**

**2001 Results Review and Resource  
Request**

**The attached results information is from the FY 2001 Results Review and Resource Request (R4) for Jordan and was assembled and analyzed by USAID/Jordan.**

**March 1, 1999**

## **Please Note:**

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The R4 is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

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*Released on or after Oct. 1, 2001*

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## **Cover Memo**

King Hussein's death marks a new era in the Hashemite Kingdom of Jordan. The thirty-seven year old new king, King Hussein's eldest son Abdullah, will undoubtedly face many challenges at home and abroad. Jordan will remain a key U.S. ally in the Middle East and USAID/Jordan is well positioned to help meet U.S. foreign policy and Agency development assistance objectives during this critical transition and beyond. USAID will stand at the forefront of the United States Government's efforts to make visible and lasting improvements in the lives of Jordanians.

Our strategy focuses on three interdependent themes: improving water resource management; increasing the quality of reproductive and primary healthcare services; and increasing economic opportunities for Jordanians. By addressing these three development challenges, USAID has made and will continue to make significant contributions to ensure a healthier and more prosperous future for Jordan. USAID/Jordan's three strategic objectives are either on-track or exceeding expectations.

As a result of the Wye River accord, USAID/Jordan has been presented with yet another opportunity to deepen its development agenda as we work toward achieving the Mission's Strategic Plan. The Administration's commitment to request an additional \$100 million in Economic Support Funds over the next two years will afford a \$200 million annual program budget in 1999 and 2000. The Strategic Plan, approved in March 1998, was designed to accommodate increases or decreases in resource levels of this magnitude. We believe that our development vision remains valid and that we can achieve significant development results commensurate with this new funding level. With only eleven USAID foreign service officers and thirty-nine foreign service nationals, a very modest increase in our operating expense budget is required to responsibly manage these additional resources. The Mission also requests an International Development Intern, under the assumption that this position will not count against our current FTE-ceiling until FY 2002.

USAID/Jordan has several options in programming the additional \$100 million, expected in two tranches during this and the next fiscal year. The feasibility of each option, however, will depend upon the timing and amount of each prospective disbursement. Supplemental funding would afford additional development resources for four important initiatives. First, an increase in the cash transfer program would provide immediate and visible political support and reduce Jordan's debt burden at a critical time; it would also help reinforce the Mission's economic policy reform and implementation agenda. Second, additional water sector infrastructure investments offer a variety of options to increase water-use efficiency by rehabilitating or constructing new water treatment and conveyance systems and financing new wastewater treatment plant construction. Third, a new Free Trade Zone in southern Jordan could bring investment and economic vitality to a region facing high unemployment (this activity requires a Section 599 waiver that the Mission would request separately). Finally, a new program for Jordanian youth, disenfranchised women, veterans and the working poor could provide skills training and work opportunities that would provide tangible and visible benefits to an important segment of Jordan's population.

Balance of payments support will be a key feature in USAID/Jordan's assistance program in 1999. The Cash Transfer-program for FY 1999 will be \$100 million. The Wye River supplement will provide \$50 million and may be available as early as in May 1999. The second \$50 million will be available once the Mission receives its FY 1999 operating year budget. Last year's strategy review and R4 reporting cable suggested that the policy matrix associated with each annual cash transfer should be reviewed in conjunction with the R4 process. Because the Mission will not have a Program Review this year, the draft policy matrix, along with a cover memo, will be submitted separately but concurrently with this R4. Once reviewed, the Mission requests delegation of authority to negotiate and authorize the Cash Transfer program.

Nineteen ninety-eight was a very difficult year for Jordan. Uncertainty regarding King Hussein's health greatly reduced public and private-sector appetite for economic reform during much of the year. Jordanians focussed on issues of royal succession, the country's weak economic position and the intractable Middle East peace process. Prince Hassan, who served for more than 34 years as Jordan's Crown Prince, stewarded the country during the King's absence only to be replaced by King Abdullah two weeks prior to King Hussein's death. Such extraordinary and rapid change in a country that is accustomed to glacial political and economic progress did indeed deeply affect its citizens. Further changes in the government are expected, despite the installation of a new cabinet in August 1998.

Jordan's tenuous situation in recent months has hampered the Government of Jordan's efforts to advance its political, economic and social agenda in 1998, especially in the economic policy reform arena. However, this transition period affords new economic development opportunities and prospects should foreign assistance from Japan, the Gulf States and Europe materialize as expected. USAID/Jordan's Strategic Plan, in its second year of implementation, will ensure that the U.S. Government will continue to help shape Jordan's economic future and complement new or increased donor activity.

With only 11 U.S. Direct Hires (USDHs), one Participating Agency Services Agreement (PASA), two U.S. Personal Service Contractors (USPSCs) and 39 Foreign Service Nationals (FSNs) by the end of FY 1999, we must resist the temptation to add new strategic dimensions. The Mission's focus should remain on Jordan's three most compelling development challenges: water, reproductive health and economic opportunities. During the past year, the Mission's program performance in managing a \$140 million operating year budget (OYB) underscores the appropriateness of our strategic construct, mission configuration and management units in making demonstrable progress toward meeting our objectives. With an expected \$200 million OYB in FY 1999 and FY 2000, we will continue to seek and employ innovative ways to manage-for-results. "Lessons learned" from the USAID/Jordan experience may in turn assist the Agency in implementing new mission management models.

## Part I: Overview and Factors Affecting Program Performance

USAID/Jordan's economic assistance program is a vital component of U.S. Government efforts to promote peace and stability in the Middle East, especially during Jordan's transition to a post-King Hussein era. Prospects for achieving our Strategic Plan remain excellent, despite the extraordinary political and economic challenges the Hashemite Kingdom of Jordan encountered during 1998 and early in 1999. USAID's focus on water, reproductive health and economic opportunities directly address key impediments to Jordan's long-term, sustainable economic growth. The "Improved Water Resources Management" and "Increased Economic Opportunities for Jordanians" Strategic Objectives remain on track; the "Improved Access to and Quality of Reproductive Health and Primary Health Care" Strategic Objective once again exceeded expectations. The strategic construct remains relevant and enables USAID/Jordan to assist the Government of Jordan (GOJ) improve the economic environment for Jordanians.

Several factors limited economic growth and negatively affected confidence in public sector management during 1998. A lower than expected economic growth rate, continued high unemployment and the emergence of poverty were key concerns. These concerns are easily understood given recent historical trends. Throughout the first half of the 1990s, Jordan's average annual economic growth rate exceeded five percent. From 1994 -- the year in which Jordan and Israel signed a peace treaty -- through 1998, Jordan's economic performance was erratic and anemic. In mid-1998, the GOJ revised its 1997 economic growth rate figure from 5.0 percent to 1.3 percent. The projected growth rate for 1998 is 2.2 percent. A drinking water crisis in Amman during the summer months also created hardship, further straining confidence in public sector management. A new prime minister and cabinet was installed in August 1998. Protracted economic stagnation also contributes to widespread cynicism toward the Middle East peace process.

King Hussein remained a stalwart proponent of peace even during the last months of his illness. His participation in October 1998 was crucial to reaching consensus in what became the Wye accord. The international outpouring of concern following his death, especially from neighboring Arab countries, is a positive sign and is expected to produce additional economic assistance to Jordan. Japan and several European countries have also suggested additional assistance may be provided. USAID plans to be an active participant in helping the GOJ shape its long-term development agenda. The U.S. Government's \$100 million supplemental commitment for this fiscal year and the next will meet both political and economic support objectives and lend visible support to the GOJ during this transition period.

As described in the Embassy/Amman Mission Performance Plan (MPP), USAID is a leading proponent of U.S. Government efforts to promote economic development in Jordan. USAID's strategy is a visible and integral contributor to U.S. foreign and economic policy objectives identified in the International Affairs Strategic Plan. The primary linkages are "economic development" (economic opportunities); "environment" (water resources management); and "population" (reproductive and primary health care). USAID's strategy also supports several important secondary linkages, including regional stability, open markets and global growth and stability.

**Water Sector:** One of USAID's primary objectives is to improve water resource management in Jordan. Annual water demand is expected to increase to 1.2 billion cubic meters by 2001, far above the 750 million cubic meters (mcm) now available. USAID is assisting the GOJ to better manage its existing water supplies by ensuring that the public sector institutions which manage

the Kingdom's water resources have the appropriate policies, technology, information, training and human resources to meet the challenges facing the nation. USAID is supporting the GOJ's 14-year, \$5 billion priority water investment plan that maximizes efficient use and management of this crucial resource.

USAID/Jordan provided prompt emergency assistance to the Ministry of Water and Irrigation (MWI) during the summer to rehabilitate the Zai Water Treatment Plant which provides drinking water to 600,000 Amman residents. This assistance included emergency procurements of chemicals and equipment to allow the Zai Plant to quickly resume full operation. USAID-funded long-term modifications at the Zai facility which, along with plant expansions funded by Japan, will reduce the likelihood that similar water crises will reoccur. The Mission is also rehabilitating several springs and wells, thus augmenting existing water supplies in the Wadi Seir and Jerash communities.

Increasing wastewater treatment capacity and quality is crucial to improving the country's water resource management capabilities. USAID began constructing the Wadi Mousa Wastewater Treatment Plant in May 1998. Once completed in 2000, this facility will benefit 40,000 Jordanians and will help preserve Petra, a World Heritage Site. USAID-financed construction of two additional wastewater treatment plants in Aqaba and the northern Jordan Valley should begin in early 2000.

Though the GOJ was seized by the drinking water crisis and restoring public confidence in Amman's drinking water supply during the second half of the year, USAID made important progress in the water sector policy arena. In early 1998, the GOJ adopted new irrigation, groundwater and wastewater management policies. USAID/Jordan's institutional support to the Ministry of Water and Irrigation (MWI) directly contributed to this achievement. The more difficult task of implementing these policies was the genesis of the Mission's decision to design a new activity to facilitate and improve implementation of a select number of new policies.

***Health and Population Sector:*** Jordan's population growth rate is one of the highest in the world. USAID is improving access to and the quality of reproductive and primary health care services in Jordan. Significant progress toward meeting this objective is being made as evidenced by demographic transitions that include increasing contraceptive use and decreasing fertility rates and family size. The modern contraceptive prevalence rate increased from 27 percent in 1990 to 38.7 percent in 1998, well within reach of the National Population Commission's 41.5 percent target by 2000. Similarly, fertility rates have declined from an estimated 5.6 children per woman in 1990 to 3.9 children per woman in 1998. The percentage of women delivering in hospitals with Comprehensive Post-Partum Centers (CPP Centers) who return for postpartum/family planning services increased from 35 percent in 1997 to 46 percent in 1998. By 1999, 21 CPP Centers will reach under-served, outlying populations.

USAID designed a new Intermediate Result entitled, "Increased Availability of Reproductive and Primary Healthcare Services" to safeguard the quality of care gains achieved at CPP Centers. The success of the CPP Centers is drawing increasing numbers of women for primary healthcare services. The volume of patients has the potential to erode quality service standards that have formed the foundation of USAID's success in providing family planning services in Jordan. To sustain quality standards and practices, USAID is cooperating with the Ministry of

Health and Healthcare (MOHHC) to improve maternal and child health services at primary health care facilities, which are intended to be a woman's first recourse for such services. Primary health care facilities are more numerous (nearly 400 locations) than CPP Centers and more geographically dispersed. This new initiative, which will ensure that Jordanian mothers and women of reproductive age receive improved maternal and child health care services, will safeguard the gains made in other USAID-supported population initiatives.

***Economic Opportunities Sector:*** Economic growth in 1998 was anemic. The GOJ confirmed what the business community had long suspected when the Ministry of Planning revised its 1997 economic growth rate from 5.0 percent to 1.3 percent in July 1998. The need to revise the previous year's economic growth rate downward, coupled with a summer drinking water crisis, damaged the government's credibility and contributed to the appointment of a new prime minister and cabinet in August 1998. These events connote an unfavorable trend that, seven years after the Gulf War, finds 30 percent of Jordanians at or below the official poverty line. Unofficial unemployment estimates exceed 25 percent. Investment figures in 1998 were also disappointing and point to continued economic stagnation.

The GOJ economic reform program is now a decade old. Although an impressive number of macro economic reform measures have been taken, implementation has often faltered. For example, the privatization of the Jordan Telecommunication Company (JTC) continues to be delayed which damages international investor confidence and casts a shadow over Jordan's image as a country serious about privatization. Similarly, the arduous customs clearance process has had a chilling effect on entrepreneurs who might be interested in developing or investing in new businesses in Jordan. Given these circumstances, the policy matrix accompanying the annual policy-based cash transfer program continues to be useful, both as an agenda-setting device and as a tool for pressing for further reforms.

Additional funding has made it possible for the USAID economic growth strategy to engage a wide range of economic players, from potential large international firms to small micro entrepreneurs. Despite a difficult environment, USAID achieved several important results and launched two new initiatives in 1998. Nearly 1,000 men and over 5,000 women microentrepreneurs – a 133 percent increase since 1996 – received loans in 1998. For the first time, microfinance services are available in southern Jordan, the country's most economically-disadvantaged region. Commercial banks are increasingly receptive to the idea of developing small and micro-lending portfolios.

A comprehensive package of technical assistance and training is moving Jordan closer to meeting its goal to accede to the WTO by 2000. USAID's interventions will leverage critical policy and regulatory reforms in trade and investment, intellectual property rights, customs and tariffs. A new Jordan/U.S. business partnership was launched in early 1999, making direct technical assistance available to small- and medium-sized Jordanian companies. Finally, USAID helped re-engineer internal operations at the Investment Promotion Corporation (IPC). IPC is now well positioned to implement a two-year plan to remove administrative and legal barriers and attract and facilitate greater investment in Jordan.

## **Part II: Results Review by Strategic Objective**

### **Strategic Objective 2: Improved Water Resources Management**

**Summary:** The Improved Water Resources Management Strategic Objective addresses USAID and U.S. foreign policy objectives intended to limit environmental degradation and promote economic prosperity. Because water scarcity has the potential to become a catalyst for regional conflict, USAID's water sector strategy also promotes regional stability by helping Jordan to more effectively manage its water resources. The Strategic Objective's primary results will strengthen key water sector institutions; increase water-use efficiency; and improve wastewater quality for agricultural and industrial reuse. Though results in the water sector during the last year were mixed, the Strategic Objective remains on track.

**Key Results:** The policy indicator exceeded expectations in 1998. The GOJ adopted three new water sector policies and the Irrigation Advisory Service of the Jordan Valley Authority (JVA) was staffed and began operating in early 1999. The rehabilitation of four springs and wells, which will provide 6.5 million cubic meters (mcm) of drinking water to 125,000 Jordanians and contribute to the volume of fresh water saved, was delayed due to various implementation problems. However, this activity will be completed in early 1999. The Wadi Mousa wastewater collection and treatment facility construction began in 1998. In addition, contracts to design a new wastewater conveyance and treatment facility in the northern Jordan Valley and to expand the Aqaba wastewater facility will be awarded in the near future. These latter activities will increase the volume of wastewater treated and available for agricultural irrigation.

**Performance and Prospects:** During the first half of the year, the Ministry of Water and Irrigation (MWI) issued and the Council of Ministers approved three new policies which will significantly improve irrigation, groundwater and wastewater management practices. USAID directly contributed to this accomplishment through its institutional strengthening activity with the MWI. With USAID assistance, the MWI completed its management information systems network and developed the requisite water resources databases. The MWI is now equipped with the necessary technological and analytical tools to better inform the policy decision-making process. Progress toward rehabilitating surface and ground water monitoring stations, which provide water quality data, did not meet expectations due to the GOJ's failure to provide timely local currency allocations to the MWI. This issue was resolved toward the end of the year and rehabilitation work has resumed.

The MWI's performance in formally adopting comprehensive policies for each of the major water sub-sectors has been excellent. The next and more difficult step is to develop and execute a realistic policy implementation plan. USAID is designing a new policy implementation initiative to assist the MWI implement a select number of sector policies. USAID will also provide institutional support to assist the MWI implement the policy agenda.

With USAID assistance, JVA developed a cost/tariff computer model that identifies the costs associated with different centers, such as those responsible for irrigation and dam operations. The model will also help develop options to increase JVA's cost and operational efficiency. Because JVA does not yet have adequate financial management capabilities to track operational costs, USAID is also designing a new financial accounting system which, when used in

conjunction with the cost/tariff model, should enable JVA to achieve its cost recovery and commercialization goals.

Substantial progress was also made in rehabilitating four contaminated springs and wells (125,000 beneficiaries), initiating construction of the wastewater conveyance and treatment plant in Wadi Mousa near Petra (40,000 beneficiaries), completing the tendering process for the Greater Amman water rehabilitation and restructuring program (600,000 beneficiaries) and initiating the contracting process to expand the Aqaba wastewater treatment plant (80,000 beneficiaries) and the new wastewater conveyance and treatment facilities in the northern Jordan Valley (44,000 beneficiaries). However, host-country contracting process delays, customs clearance of construction equipment and materials delays and other implementation issues contributed to slower progress than anticipated. Consequently, the 1998 target for the indicator measuring the volume of freshwater saved from the first four springs and wells was not met until March 1999.

In mid 1998, Amman experienced a severe deterioration in the quality of drinking water supplied by the Zai treatment plant that serves approximately 600,000 residents. Public outrage over the odorous water flowing from kitchen taps and the subsequent reduction in drinking water availability is frequently cited as a major contributor to the August 1998 change in government. USAID provided emergency technical assistance and commodities that enabled the MWI to restore both water quality and water supply at the Zai treatment plant. USAID is now funding follow-on modifications to the existing plant while Japan and Germany will finance a major plant expansion and an enlarged water conveyance system, respectively.

As a result of this crisis, the new Minister at the MWI has focused his attention on restoring public confidence in the Zai plant and the GOJ's ability to provide adequate quantities of safe drinking water. Policy work has not been a priority since the crisis; however, the Ministry appears committed to greater privatization of water and wastewater facilities over the long term. In addition to the above mentioned new policy initiative, the Mission is also working with the Support for Economic Growth and Institutional Reform project (SEGIR) in funding a water sector privatization study which is expected to lead to greater USAID involvement in this area.

As the grant to the Jordan Environment Society will end in 1999, the Mission is exploring options to focus increased attention of the demand side of the water problem. A current in-house survey of local NGO capacity and recent media campaigns on water themes will serve as the basis for developing a new activity focused on public awareness and water conservation measures.

Buy-ins to global programs play a significant role in achieving the Mission's water sector strategic objectives. As noted above, analysis under the SEGIR initiative should lead to greater private sector involvement in the water sector. In addition, a buy-in to the Environmental Policy and Institutional Strengthening (EPIC) project is helping to identify key policy implementation areas which USAID can support. Importantly, the policy and private sector work under SEGIR and EPIC helps strengthen USAID's role in areas which were identified as vital for further Mission involvement during last year's USAID/Jordan strategy review.

Other G-Bureau buy-ins are key to achieving the “Improved Water Resources Management” Strategic Objective. For example, an engineering buy-in proved vital in allowing USAID/Jordan to respond quickly to the Zai water crisis during the summer. It is also being used to implement engineering aspects of the wells and springs initiative now underway. Finally, FORWARD is working with both the Water Authority Jordan (WAJ) and JVA to develop computer models that allow the water authorities to compare costs with revenues and develop appropriate strategies to pay for providing water and sanitation services to the population. The model can be easily manipulated to present a variety of scenarios, including a mix of cost reductions or revenue increases. As follow-up, FORWARD is now developing a new financial accounting system for JVA.

**Possible Adjustment Plans:** To help the GOJ improve its host-country contracting processes in expediting an increased number of USAID, other donor and GOJ-funded construction activities, USAID will provide long-term, procurement technical assistance to WAJ as well as short-term training for MWI procurement staff. If additional supplemental funding is received from Washington, USAID/Jordan will fund additional water infrastructure activities. In anticipation of additional construction contracts, the Mission has formally requested ANE Bureau approval to extend the Strategic Objective end date from September 30, 2001 to December 31, 2004.

**Other Donors:** Water sector investments in Jordan are shaped in large part by a \$5 billion, 14-year GOJ investment strategy that covers all aspects of the Kingdom’s water supply and wastewater treatment facilities and services. Donor coordination at an operational level is excellent, with the European Investment Bank (\$80 million), Japan (\$64 million), Germany (\$59 million), and France (\$13 million) all providing substantial resources for these initiatives in 1998. Both Japan and Germany support construction of new conveyance and treatment systems bringing “peace water” from Lake Tiberias, through the Jordan Valley, to Amman. This work complements USAID’s upgrades at the Zai water treatment plant. Similarly, Germany and France are funding a new water supply system at Wadi Mousa while USAID finances the construction of a new wastewater collection and treatment system. The GOJ’s budget authority for water sector projects was \$61 million in 1998.

**Principal Contractors, Grantees or Agencies:** Major U.S. contractors include Camp, Dresser & McKee, Inc. and the Morganti Group for design and construction work. Abt Associates, International Resources Group, Inc. and Development Alternatives, Inc. are providing technical services related to privatization, policy implementation and financial systems, respectively. Major Jordanian counterparts include the MWI, WAJ, JVA and the Jordan Environment Society.

## PERFORMANCE DATA TABLE FOR JORDAN SO2

<b>OBJECTIVE:</b> Improved Water Resources Management <b>APPROVED:</b> May 13, 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> (SO Level).			
<b>INDICATOR:</b> 2.2 Volume of freshwater saved.			
<b>UNIT OF MEASURE:</b> Cubic Meters.  <b>SOURCE:</b> Water Authority - plant operational records.  <b>INDICATOR DESCRIPTION:</b> Cubic meters of water made available on an annual basis as a result of USAID activities. These activities include increased technical efficiency in irrigation (during 1997) rehabilitation of contaminated springs and wells, restructuring/rehabilitation of the Amman network which will decrease the leakage of water, and other such activities that might be initiated in the near future. Could include activities that increase water supply (good water resources management considers supply options as well as demand management). "Saved" in this context entails water savings through improvements in efficiency, improvement in quality of water, and storage of water that would otherwise be lost.  <b>COMMENTS:</b> <b>1996 Results.</b> Nine MCM of the water were saved in 1996 as a result of construction of a conveyance system to divert saline spring water from the Zarqa River, allowing water originating in the King Talal Reservoir to be used more efficiently, more productively, and for a wider range of crops. <b>1997 Results.</b> The conveyance system saved 35 MCM of water in 1997, when it operated for a full year. Added to 7.8 MCM of savings expected from increased technical efficiency of irrigation, the target for 1997 was 42.8 MCM of water saved. The indicator substantially met expectations in 1997. The actual amount of water saved was slightly lower than the target because only 6.13 MCM were saved from irrigated agriculture. <b>1998 Results.</b> The target for 1998 was revised to a total of 7.45 MCM, saved as a result of rehabilitation of 4 springs. Whereas construction was begun in 1998 on 4 springs and 3 Kafrein wells with a combined yield of 10.5 MCM under phase I of the Rehabilitation of Springs and Wells project, delays in with customs and in the supply of pumps meeting specifications have shifted completion of these projects to early 1999. Beginning in 1998, savings from increased efficiency of irrigation have been dropped because it is not possible to directly attribute them to specific USAID funded activities. During the summer when the Zai Water Treatment Plant, the main supply to the Amman-Zarqa area, was forced to dump water because of its incapacity to treat poor quality water, USAID provided crucial assistance to increase its physical capacity, improve its operations, and place it back in operation. <b>1999 Targets.</b> The GOJ has requested the rehabilitation of a contaminated spring at Salt which cannot be used without treatment. Treatment of water from this spring will restore approximately 6.5 MCM currently lost and reduce the burden on the Amman water supply which currently supplies Salt. The target for 1999 has been revised to include total annual savings as a result of the rehabilitation of the Salt Springs and Kafrein Wells (capacity 2.23 MCM). The overall target thus set at 8.73 MCM plus the savings of 7.45 MCM from the rehabilitation of 4 springs not completed in 1998. Dropped from the target are savings anticipated as a result of rehabilitation of the Amman network, the design for which will start in 1999, but will not be completed until 2002. Appropriate targets will be set at a later date, based on up-dated information provided by the operator under the management contract. <b>2000 Target.</b> The target for 2000 consists of 16.1 MCM made available as a result of rehabilitation of systems under phase II of the Wells and Springs Rehabilitation Project	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1996	(new indicator)	9 MCM
	1997	42.8 MCM	41.13 MCM
	1998	7.45 MCM	None
	1999	8.73 MCM plus 7.45 MCM carried over from 1998 target	
	2000	16.1 MCM	
	2001	(To be determined)	
	2002	(To be determined)	
	2003	(To be determined)	

## PERFORMANCE DATA TABLE FOR JORDAN SO2

<b>OBJECTIVE:</b> Improved Water Resources Management <b>APPROVED:</b> May 13, 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> Stronger Water Sector Institutions.			
<b>INDICATOR:</b> 2.1.1 Index of water policy change.			
<b>UNIT OF MEASURE:</b> Index points.  <b>SOURCE:</b> Ministry of Water and Irrigation records.  <b>INDICATOR DESCRIPTION:</b> Ministry of Water and Irrigation is better able to formulate and effect water policy that will allow for sustainable water supplies in the future. The index comprises: a. Adoption of water policy frameworks covering critical issues b. Collaborative development of detailed implementation plans for at least 2 key policies; c. Accomplishment of change in at least one key policy (One point is given For each item achieved).  <b>COMMENTS:</b> <b>1997 Results.</b> "Jordan's Water Strategy" and the "Water & Utility Policy" were issued and approved by the Council of Ministers. Also during 1997, three key policy changes were accomplished: the restructuring of the MWI, the establishment of the new Environment Department within the Ministry, and the establishment of an Irrigation Advisory Unit in the Jordan Valley Authority. <b>1998 Results.</b> Overall, results in 1998 exceeded the target of 8. During 1998, the Council of Ministers approved three policy papers: Wastewater Management Policy, Groundwater Management Policy, and Irrigation Water policy, exceeding the anticipated two policy frameworks adopted under (a). Nine detailed implementation plans were completed, exceeding the target under (b): - cost/tariff model for WAJ - cost/tariff model for JVA - workplan for development of JVA financial accounting system - water resource monitoring staffing and implementation plan - hydrometeorological monitoring plan - human resources development action plan - training center action plan - MIS configuration management plan - WIS users guide Implementation of policy as promulgated in the sector strategy and policies achieved results with support from USAID in four areas, short of the target of 5 (c): - community involvement in pest management - staffing of the Irrigation Advisory Service under JVA - training carried out through 32 workshops implemented under the WQIC project, and through workshops on the WAJ and JVA cost/tariff models under the FORWARD Project the water resource monitoring function was transferred to the MWI and steps were taken to trim and strengthen staff and to decentralize operations. While more remains to be done in each area, the results achieved represent important steps towards implementation on a sustainable basis. The Mission has also initiated a review and assessment of the institutional and policy environment for private sector participation. The conclusions and recommendations arising out of this effort will be finalized in early 1999. It is anticipated that these will lead to further activities in this area which impacts on, and links to, several other priority policy areas, such as cost recovery and water use efficiency. Other implementation plans and policy changes relating to the policy framework produced results under indicator 2.1.2 (MIS Development Index), including strengthening of laboratories and data bases. <b>Future Targets.</b> The Mission will design and initiate a water sector policy activity under its SO2 in 1999. This effort will begin with an assessment and prioritization phase in January, followed by design and initiation of a water sector policy activity by mid-1999. The current policy index will be revised in 1999 in accordance with the assessment and project design.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995	NA	NA
	1996	1 (a)	1 (a)
	1997	1b	6 (1a+2b+3c)
	1998	8(2a+1b+5c)	11(3a+4b+4c)
	1999	(To be determined)	
	2000	(To be determined)	
	2001	(To be determined)	
	2002	(To be determined)	

## PERFORMANCE DATA TABLE FOR JORDAN SO2

<b>OBJECTIVE:</b> Improved Water Resources Management <b>APPROVED:</b> May 13, 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> 2.1 Stronger Water Sector Institutions.			
<b>INDICATOR:</b> 2.1.2 Water Resources Information System Development Index.			
<b>UNIT OF MEASURE:</b> Index points.  <b>SOURCE:</b> Ministry of Water and Irrigation records and contractor quarterly reports.  <b>INDICATOR DESCRIPTION:</b> The Index measures progress towards a fully functional water resources data management system. Each item counts as one point. Definitions of "designed", "operational", "upgraded", "trained", etc. can be obtained from the [anticipated] DAI SOW modification.  a. MIS designed b. MIS installed c. MIS operational d. WAJ lab upgraded e. JVA lab upgraded f. Lab personnel trained g. New monitoring plans designed h. New monitoring stations installed and operational i. Existing monitoring stations rehabilitated and operational j. Collection of water use data improved by improving function of water meters in the middle Jordan Valley (rehabilitation of Tel Al Thahab weir) k. Selected databases are regionally compatible (Numbers in parentheses denote number of X, e.g. "h (20)" indicates 20 new monitoring stations are operational.)  <b>COMMENTS:</b>  <b>1997 Results.</b> The indicator met expectations in 1997  <b>1998 Results.</b> The local area network was installed in the Ministry headquarters and was operational, serving the MWI, WAJ, and JVA, meeting the target under both "b", and "c".  During 1998, the water resource and water quality data bases were migrated to newly designed ORACLE data bases; in the process, erroneous data were eliminated and the data bases largely validated.  The upgrading of the JVA laboratory was completed, meeting the target under "e".  Equipment has been procured to rehabilitate of surface and ground water monitoring stations. During the year, 2 surface water monitoring stations and 24 ground water monitoring stations were rehabilitated. Targets for installation of new stations "h", and rehabilitation of existing stations "I" were not achieved because WAJ was not able to access local currency funds. Local currency is now available and WAJ is proceeding with installation of surface and ground water monitoring stations.  Delays were experienced in the completion of the Tel Al-Thahab weir "j" as a result of the construction of a bridge upstream of the weir site changing the flow characteristics of the river. This necessitated redesign of the weir, which was completed in 1998. Equipment was procured for the weir, but was not received in 1998. Completion of the weir is anticipated in 1999.  <b>Future Targets.</b> This indicator will be dropped as of the start of 1999, but elements of monitoring, data base management, information systems, and data analysis may be considered and included under the policy index to be developed in 1999.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1994	NA	NA
	1995	a (1 ) g (4)  Total = 5	a (1 ) g (4)  Total = 5
	1996	g (34) h (20) i (35)  Total = 89	g (24) h (20) i (14)  Total = 58
	1997	d(1), e(1), f(1) b (2) g (10) h (20) i (50)  Total = 85	d (1), f(1) b (2) g (18) h (7) i (57)  Total = 86
	1998	b (1) c (2) e (1) h (23) i (74) j (1) Total = 102	b (1) c (2) e (1) h (0) i (26) j (1) Total = 31
	1999	NA	NA

### **Strategic Objective 3: Improved Access to and Quality of Reproductive and Primary Health Care**

**Summary:** The Improved Access to and Quality of Reproductive and Primary Health Care Strategic Objective addresses several USAID and U.S. foreign policy objectives, including global concerns, stabilized population, maternal health care and environmental degradation. Strategic Objective performance during 1998 surpassed key 1999 and 2000 targets. The 1998 Jordan Annual Survey revealed that the total contraceptive prevalence rate (CPR) reached 55.2, exceeding the 2000 target of 53.6 established by the National Population Commission. In addition, the total fertility rate has dropped from 5.6 children per woman in 1990 to 3.9 children per woman in 1998. These data corroborate the 1997 Demographic and Health Survey and suggest that Jordan has entered the demographic transition toward smaller families through greater and sustained use of modern contraceptive methods. However, Jordan's 2.6 percent annual rate of natural increase remains very high. If this rate continues, Jordan's population will double by 2026, further straining scarce natural resources. The Improved Access to and Quality of Reproductive and Primary Health Care Strategic Objective exceeded expectations.

**Key Results:** The Comprehensive Postpartum (CPP) activity continues to achieve higher quality standards in delivering family planning services to Jordanian women and children. The full complement of family planning services is now available in all 14 USAID-funded CPP Centers. The CPP Centers have demonstrated that an increasing number of Jordanian women will seek quality family planning services when these services are provided by trained personnel. When the CPP activity began in 1996, only six percent of women delivering in hospitals sought postpartum and family planning services. During 1998, 46 percent of those women who delivered in hospitals with CPP Centers returned for postpartum and family planning services. USAID is renovating an additional seven CPP Centers and staff training is underway. The MOHHC also approved national guidelines for surgical contraception this past year. Training manuals are being updated to include counseling skills for clinical procedures for permanent, surgical contraception.

**Performance and Prospects:** USAID's family planning successes to date have created new opportunities for involvement in broader but closely linked reproductive and primary health care issues. USAID's planned contributions will ensure the gains made in quality, availability and affordability of family planning services are not eroded by increasing demand or by the lack of sustainability or effective service delivery in the primary health system as a whole. Consequently, the Strategic Objective title was changed from "Increased Practice of Family Planning with an Emphasis on Modern Methods" to "Improved Access to and Quality of Reproductive and Primary Health Care". The new title will enable USAID to maintain its focus on increasing family planning practices but also respond to other emerging health concerns that are important to the Strategic Objective's long-term success. These new initiatives will include introducing reproductive health services, upgrading primary health care services and contributing to Jordan's health care reform initiatives during the next five years. The Strategic Objective's primary results will improve knowledge of modern contraceptives; increase the availability of reproductive and primary healthcare (RH/PHC) services; increase private-sector involvement in family planning initiative; and rationalize the health financing system. USAID is providing technical assistance through the Global Bureau's Policy Project to assist the National Population Commission (NPC) in revising its Population Strategy. Data from the 1997

KAP revealed that the two most significant barriers to increased contraceptive use were “male attitudes toward contraception and Jordanian perception as to Islam’s views regarding family planning”. The updated strategy will address gender and youth issues and increases the modern method CPR target from 41.5 in 2000 to 43.7 in 2004.

In 1998, the Ministry of Planning included the population growth as one of the variables in their development planning process for the first time. The NPC continued to conduct population advocacy workshops with opinion leaders and other influentials using RAPID (Resources Awareness for Population In Development) computer simulation models. USAID also made progress in the public awareness arena, sponsoring the publication of two new booklets that discuss Islam and family planning. "The View of Islam in Family Planning", written by a leading Religious Affairs advisor, is intended to reach community leaders. "Family Planning in Light of Islamic Legislation", written by a professor from the University of Jordan, provides guidance for Ministry of *Awqaf* (Islamic Affairs) staff on how to approach family planning issues in an Islamic context.

USAID also piloted a male motivation campaign, "Together for a Happy Family". This campaign used teams consisting of a religious leader, a social worker and a male community leader to provide family planning information for a male audience. The campaign is designed to dispel myths and rumors surrounding family planning and Islam and to provide information regarding the safety and efficacy of modern contraceptive methods. Anecdotal information suggests that the pilot effort was successful. The national male motivation campaign will begin in early 1999. USAID will continue to develop research-based, client focused information, education and communication materials using a variety of media.

USAID and the UNFPA continue to collaborate on the contraceptive distribution and logistics management information system (CDLMIS). Jordan experienced another year without contraceptive stock-outs at the directorate level. Though a limited number of stock-outs did occur at the user-level, nearly 90 percent of all clinics did not encounter this problem, greatly exceeding USAID’s 75 percent target. The Resident Advisor will depart in December 1999. However, the MOHHC Senior Logistics Officer is fully trained and capable of maintaining the CDLMIS.

USAID technical assistance is assisting the Jordan Association of Family Planning and Protection (JAFPP) to develop and implement a plan for cost recovery and sustainability in five clinics, all of which were established in the early 1990s with USAID funds. The program is on track: during this past year, JAFPP recovered 62 percent of its operational costs in five clinics; by the end of 2000, JAFPP should recover 80 percent of its operational expenses.

The Partnership for Health Reform initiative is assisting the MOHHC to improve prospects for the long-term financial sustainability of Jordan’s health care system. In its first year, this activity focused on collecting expenditure, insurance availability and subscription information to prepare the MOHHC for the reform process. The Minister appointed a National Health Accounts (NHA) Team to serve as the Resident Advisor’s chief counterparts. During the past year, USAID was able to overcome MOHHC reservations regarding conducting a national, health expenditure survey to identify usage and spending patterns. Data collected from the survey will enable USAID to fill an important information gap on private sector health care spending and is

critical to NHA's future discussions on universal health insurance. USAID completed a private, third-party payers survey which includes recommendations to the MOHHC. The activity is on target and the first NHA information will be available in 1999.

Global Bureau resources continue to make crucial contributions to the Strategic Objective's continuing success, especially as it pertains to documenting results (e.g., Measure-DHS and Measure-SCILS); delivering maternal health care services (FPLM and AVSC); and increasing public awareness (Policy and IEC-Support Projects).

**Adjustments to Plans:** In order to build on lessons learned in the CPP activity and remain responsive to emerging MOHHC's needs, USAID designed a new activity entitled "Initiatives in Reproductive and Primary Healthcare In Jordan" ("Initiatives"). The CPP referral system manages patient-flow between the 14 CPP centers and more than 370 primary healthcare centers. In practice, many women bypass the primary health care centers and return to the CPP centers because CPP service standards are perceived to be superior. Consequently, the CPP centers have become overcrowded and the service quality improvement achieved at these centers are threatened. "Initiatives" seeks to improve the quality of services at the primary health care centers, thereby ensuring that system efficiencies are maintained and quality services are found at all levels. ANE approved the reformulated newly Strategic Objective in State 12249 on January 22, 1999. The institutional contractor is expected to mobilize by July 1999. Data collection at 370 primary healthcare centers should provide baseline data for the 2002 R4 submission.

**Other Donors:** USAID remained the largest donor (\$10 million) in 1998 and continued to play a catalytic role in family planning. USAID programs are closely coordinated with other donors, namely the United Nations Fund for Population Assistance (\$4.5 million through 2001) and JICA which has a very modest community outreach program. The MOHHC does not have a budget for family planning services and initiatives and therefore relies on donor support. However, the GOJ does provide personnel and facilities for all USAID initiatives. In 1998, the MOHHC contributed approximately \$650,000 in commodities for hospitals where USAID-funded CPP centers are co-located.

**Principal Contractors, Grantees or Agencies:** Current contractors and grantees include Johns Hopkins University, U.S. Bureau of Census, Abt Associates, Harvard University, Pathfinder, Futures Group, John Snow, Academy for Educational Development and the Centers for Disease Control. Major host country partners include the MOHHC, Jordan University Hospital, Royal Medical Services, Department of Statistics, Jordanian NGOs and private sector entities such as pharmaceutical companies and pharmacies.

## PERFORMANCE DATA TABLE FOR JORDAN SO3

<b>OBJECTIVE:</b> SO3 Improved Access to and Quality of Reproductive and Primary Health Care <b>APPROVED:</b> July 6, 1996 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> (SO Level).			
<b>INDICATOR:</b> 3.1 Modern Method Contraceptive Prevalence Rate.			
<b>UNIT OF MEASURE:</b> Women 15-45.  <b>SOURCE:</b> 1997 Demographic Health Survey. 1998 Jordan's Annual Fertility Survey.  <b>INDICATOR DESCRIPTION:</b> Modern methods are oral contraceptives: (IUD, DMPA, Foam, Condom, Norplant) and tubal ligation.  <b>COMMENTS:</b> The SO is within the planned limits of modern CPR 1998.  1. The 1996 KAP reported 38.8% modern method CPR, using a sample of 1,000 women.  2. Preliminary 1997 DHS reported 37.8% based on a sample of 5,000 women. The team believes results are close enough to be comparable and demonstrate that the program is on target.  3. Jordan's 1998 Annual Fertility Survey reported a 38.7% modern CPR on a sample of 5000 women.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1990		27%
	1996	35.8	38.8% <sup>1</sup>
	1997	37.1	37.8 <sup>2</sup>
	1998	39.3	38.7 <sup>3</sup>
	1999	39.2	
	2000	39.8	
	2004	43.7	

## PERFORMANCE DATA TABLE FOR JORDAN SO3

<b>OBJECTIVE:</b> SO3 Improved Access to and Quality of Reproductive and Primary Health Care <b>APPROVED:</b> July 6, 1996 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> IR1: Improved Knowledge of Contraceptives.			
<b>INDICATOR:</b> 3.1.1 60% of MCRA correctly comprehend a given message.			
<b>UNIT OF MEASURE:</b>  % of married couples who, having heard a method - specific message, are able to paraphrase the main idea.  <hr/> <b>SOURCE:</b>  Results of 22 focus group discussions <sup>1</sup> and 54 individual interviews. Result of Omnibus survey. Results of 1998 pretesting of four FP video magazines on 131 clients at CPP center. Results of 1998 pretesting of 2 breastfeeding TV spots on 62 low and lower middle class women of reproductive age.  <hr/> <b>INDICATOR DESCRIPTION:</b>  Method specific IE&C. Print material <sup>1</sup> on where to find quality F.P. products in the private sector. Video magazines <sup>3</sup> with messages on overall services provided at CPP centers. 2 TV spots on breastfeeding.  <hr/> <b>COMMENTS:</b>  The IR exceeded expectations in 1997. 1. CPP IE&C Activity. 2. Social Marketing Activity. 3. CPP IE&C Activity. 4. Linkages Breastfeeding Activity.  Target achieved but we will report every year as new materials are developed.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1995	60	60
	1996	60	70
	1997	60	84
		60	75
	1998	60	96
		60	100
	1999	60	
	2000	60	
	2004	60	

## PERFORMANCE DATA TABLE FOR JORDAN SO3

<b>OBJECTIVE:</b> SO3 Improved Access to and Quality of Reproductive and Primary Health Care <b>APPROVED:</b> July 6, 1996 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> IR2: Increased availability of Reproductive and Primary Health Care Services in the Public Sector.			
<b>INDICATOR:</b> 3.2.1 Percentage of women who deliver in hospitals with CPP centers and return for postpartum care, the proportion hopefully increasing from 6% in 1990 to 60% in 1999.			
<b>UNIT OF MEASURE:</b>  % of women who return for postpartum care at CPP centers.  <hr/> <b>SOURCE:</b>  CPP centers records.  <hr/> <b>INDICATOR DESCRIPTION:</b>  Women who deliver in a hospital with a CPP center who return to receive post partum care in the USAID funded CPP center.  <hr/> <b>COMMENTS:</b>  This indicator met its target in the years 1997 and 1998, suggesting that high quality of services at CPP centers is attracting women to return for services.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1990		6
	1997	30	35
	1998	45	46
	1999	60	
	2000	60	

## PERFORMANCE DATA TABLE FOR JORDAN SO3

<b>OBJECTIVE:</b> SO3 Improved Access to and Quality of Reproductive and Primary Health Care <b>APPROVED:</b> July 6, 1996 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> IR4: Increased Rationalization of Health Financing Systems.			
<b>INDICATOR:</b> 3.4.1 Increased Revenue generation in JAFPP clinics.			
<b>UNIT OF MEASURE:</b> % of operational costs recovered.  <b>SOURCE:</b>  JSI/R&TI reports. JAFPP clinic records.  <b>INDICATOR DESCRIPTION:</b>  Percentage of operational costs recovered annually.  <b>COMMENTS:</b>  The indicator has met its target for 1998.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1997		50%
	1998	60%	62%
	1999	70%	
	2000	80%	

## PERFORMANCE DATA TABLE FOR JORDAN SO3

<b>OBJECTIVE:</b> SO3 Improved Access to and Quality of Reproductive and Primary Health Care <b>APPROVED:</b> July 6, 1996 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> IR4: Increased Rationalization of Health Financing Systems.			
<b>INDICATOR:</b> 3.4.2 Process to complete National Health Accounts (NHA) developed, enabling MOHHC to track annual total health expenditures.			
<b>UNIT OF MEASURE:</b>  Total expenditures flow in health sector. <hr/> <b>SOURCE:</b>  "Sources and use" matrix for all health expenditures. <hr/> <b>INDICATOR DESCRIPTION:</b>  All expenditures estimated by the different sources are allocated to specific uses. The matrix requires analysis not only of the subtotals, but their aggregates and an understanding of flow of funds through the health care system. <hr/> <b>COMMENTS:</b>  1. MOHHC is not able to produce NHA. 2. MOHHC has ability to produce and use the NHA.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	1998	N/A	0 <sup>1</sup>
	1999	1 <sup>2</sup>	
	2000	1 <sup>2</sup>	

## **Strategic Objective 5: Increased Economic Opportunities for Jordanians**

**Summary:** The Increased Economic Opportunities for Jordanians Strategic Objective addresses several USAID and U.S. foreign policy objectives, including economic development, open markets, global growth and regional stability. USAID efforts to help stimulate private sector growth should create new business opportunities for a range of firms, from microenterprises to large foreign investors. Though implementation challenges and difficult economic conditions slowed progress, the Strategic Objective remains on-track.

**Key Results:** During the past year, USAID-financed technical assistance moved Jordan closer to a 2000 WTO accession date. As a condition to USAID's cash-transfer disbursement and with United States Trade Representative and USAID technical assistance, the GOJ committed to implement an intellectual property rights legal framework and enforcement action plan. Also, USAID's microfinance initiatives reached an estimated 6,000 microentrepreneur borrowers in 1998, 85% of whom were women.

**Performance and Prospects:** The pace of economic growth in Jordan slowed significantly during the past three years. The GOJ estimates that real gross domestic product (GDP) grew only 2.2 percent during 1998, representing a decline in real per capita GDP. Government credibility plummeted during the summer due to the drinking water crisis in Amman and because the GOJ revised its 1997 economic growth rate from 5.0 percent to 1.3 percent. Meanwhile, foreign currency reserves declined by as much as 30 percent during King Hussein's illness. Continued regional instability, a slowdown in the vibrant construction market and a significant decline in global capital flows to emerging markets each contributed to Jordan's weak economic performance in 1998. For these and other reasons, the strategic objective-level target -- number of companies registered -- was not achieved in 1998. The number registered actually declined by 4.8 percent rather than increased by 1.5 percent, the intended target.

USAID launched several new initiatives and designed new activities last year. For the first time, microfinance services are now widely available throughout Jordan. Engaging the formal banking sector in micro-credit lending in order to link micro- and small-entrepreneurs to the formal financial sector is crucial to achieving the Mission's microfinance sustainability objectives. A USAID-funded U.S. NGO teamed with two Jordanian banks to launch a new microfinance-lending program in southern Jordan, where access to financial services was extremely limited. USAID-funded microfinance organizations reached an estimated 6,300 micro-entrepreneurs in 1998, exceeding the total borrower target by 13 percent. Ambitious implementation targets for microfinance activities have also been set for 1999, including new and expanded microfinance service programs offered by both financial organizations and NGOs. A formal microfinance certification program at a local bank trade institute will also be launched.

USAID designed and launched the Jordan-U.S. Business Partnership (JUSBP) in 1998. This activity supports the "Increased Access to Business Services Intermediate Result". JUSBP provides firm-level assistance to small- and medium-size companies. This activity is intended to facilitate greater competitiveness, productivity and market outreach among Jordanian businesses. During 1999, JUSBP will provide business development services in such areas as technology transfer, marketing, quality standards and business management. The initial client base will be comprised of 100 firms. Another new business services initiative that focusses on

Jordanian youth is planned for 1999. This activity will provide entrepreneurial and job training that will enable Jordanian youth to enter the job-market with appropriate skills and knowledge of fundamental business practices. The program will be adapted from the highly successful Junior Achievement program.

Under the “Identification and Implementation of Economic Reform” Intermediate Result, USAID achieved significant progress in establishing policy reform action plans and productive working relationships with government counterparts in the Investment Promotion Corporation (IPC) and the WTO Office in the Ministry of Industry and Trade. USAID provided technical assistance to help Jordan meet an ambitious 2000 WTO accession date. This assistance included a review of new intellectual property rights (IPR) and customs laws to ensure WTO-compliance. The WTO accession process is crucial to leveraging key economic policy and regulatory reforms over the next year in such areas as trade and investment, IPR, customs and tariffs. The GOJ is now committed to implementing a comprehensive IPR legal framework and enforcement action plan this year. Simultaneously, the Access to Microfinance and Improved Implementation of Policy Reform (AMIR) program is working with local business associations to increase private-sector participation in economic policy reform dialogue.

USAID-funded technical assistance led a GOJ initiative to restructure the IPC, the government’s investment promotion and facilitation agency. This structural reorganization helped increase IPC-facilitated foreign and domestic investments from \$492 million in 1997 to \$675 million in 1998, a 28 percent increase, though less than the Mission’s \$730 million target for 1998. In conjunction with the IPC and the International Finance Corporation’s Foreign Investment Advisory Service (FIAS), USAID completed a major review of administrative, legal and “red-tape” barriers to business development in Jordan. The government agreed to implement an action plan to eliminate or reduce such barriers over the next two years.

A USAID-funded technical assistance fund was launched under a grant agreement with World Bank in early 1998. This initiative has already helped established a regulatory framework for the insurance industry, supported capital markets development and provided extensive, privatization-related technical assistance. However, progress in privatization was less than expected. The government did sell a 33 percent stake in a cement company to a foreign strategic investor. However, the planned sale of 40 percent of the assets of the state-owned Jordan Telecommunications Company (JTC) to a strategic investor was cancelled late in 1998, sending a negative message to foreign investors. This failed effort is particularly unfortunate because JTC is a declining asset and an impediment to efficient business operations. During early 1999, the USAID/World Bank technical assistance fund will devise alternate means to revitalize opportunities for telecommunication privatization, making this the centerpiece of the Mission’s privatization policy dialogue with the GOJ.

In early 1999, USAID will help initiate a business competitiveness unit within the Ministry of Planning whose mandate is to conduct industry-specific competitiveness analyses. This unit will work directly with private-sector firms, maintain close links to the JUSBP Activity and address industry-wide competitiveness constraints such as marketing and human resource development. Finally, in response to concerns regarding the timeliness and accuracy of GOJ economic statistics, USAID expects to fund a U.S. Bureau of Census technical assistance team to assess National Accounts practices and procedures. Pending the outcome of this assessment, USAID

anticipates providing further technical assistance to the assist the GOJ Department of Statistics to achieve its objective of having an international best practices National Accounts statistics operation.

USAID's policy-based cash transfer program, under the "Improved Environment for Sustained Policy Reform" Intermediate Result, made important progress during 1998. USAID and the GOJ agreed to an overall policy reform framework for the five-year program. Early in the year, the 1998 \$50 million disbursement was based on specific actions aimed at advancing progress in such areas as IPR implementation, WTO accession, banking supervision and privatization. The GOJ also established key reform milestones for future years. In 1999, USAID anticipates disbursing a third \$50 million tranche, with conditionality that will require significant progress in such areas as WTO accession and streamlining trade and investment policies and procedures related to business registration.

Local currency associated with the cash transfer continues to be available for important activities at both the sector and project level. By the end of 1998, expenditures of more than JD22 million out of the JD35 million associated with the 1997 cash transfer program had been approved. Project specific items related to this Strategic Objective include support for the IPC and the Economic Privatization Unit. The majority of GOJ local currency expenditures have supported the World Bank-designed Social Productivity Program (SPP) or helped internal GOJ debt. These two latter uses have important implications for economic stability and the effective implementation of Jordan's economic restructuring program.

**Possible Adjustments to Plans:** The ANE Bureau approved a comprehensive revision of the Strategic Objective's Performance Monitoring Plan in State 017846, dated January 29, 1999. In addition, the Mission expects to receive ANE Bureau approval to extend the Strategic Objective end date from September 30, 2002 to December 31, 2004.

**Other Donor Programs:** USAID was by far the largest bilateral donor in the economic growth arena in 1998. The Arab Fund provided soft loans (\$21 million) to support the SPP. The United Kingdom provided grants (\$5.5 million) to support rural development, improve the tax system and modernize Jordan's capital markets. IFAD provided soft loans (\$4 million) for range land rehabilitation. Germany provided support for the National Information System project (\$1.5 million). The European Union, UNDP, World Bank, Greece, Switzerland, France and Canada each provided less than \$1 million in grant funding to support various economic development activities. USAID maintains excellent coordination with all major bilateral development donors, especially with the World Bank, UNDP and FIAS.

**Major Contractors and Grantees:** Major contractors and grantees include Chemonics, Save the Children, the Cooperative Housing Foundation, International Executive Service Corps, UNDP, the World Bank and Peace Corps.

## PERFORMANCE DATA TABLE FOR JORDAN SO5

<b>OBJECTIVE:</b> SO5 Increased Economic Opportunities for Jordanians <b>APPROVED:</b> April 30, 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> (SO Level).			
<b>INDICATOR:</b> 5.1 Percentage increase in number of companies registered.			
<b>UNIT OF MEASURE:</b> Percent increase (year-to-year).  <b>SOURCE:</b>  Central Bank of Jordan Statistical Bulletin.  <b>INDICATOR DESCRIPTION:</b>  Number of newly registered companies, expressed as a percentage of all registered companies.  <b>COMMENTS:</b>  This indicator measures the growth rate of the number of new business entrants. While not all businesses that register actually start up operations, business registration is a reasonable proxy measure for overall business confidence and investor optimism. Business registration results are to be achieved through helping to create improved economic and business enabling environments, the streamlining of business registration and set-up procedures, assistance to the Investment Promotion Corporation (IPC), and business association and firm-level assistance activities. The 1998 figure for the number of companies registered shows a decline of 4.8% from 1997. This is largely attributable to the following factors: the overall slowdown in economic growth in Jordan during the period 1996-1998; external shocks related to events in Iraq; and political uncertainty related to King Hussein's health. During 1999, USAID will place an increased emphasis on reducing the administrative and "red tape" barriers to doing business in Jordan. This, coupled with increased assistance to the IPC, is expected to address the micro-policy-level business constraints. With no additional external and/or political shocks, the planned figure for 1999 remains realistic.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	Baseline 1996	--	0% (4,217)
	1997	1.0%	1.8% (4,294)
	1998	1.5%	- 4.8% (4,087)
	1999	2.0%	
	2000	2.5%	
	2001	3.0%	

## PERFORMANCE DATA TABLE FOR JORDAN SO5

<b>OBJECTIVE:</b> SO5 Increased Economic Opportunities for Jordanians <b>APPROVED:</b> April 30, 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> 5.1 Increased Access to Business Services.			
<b>INDICATOR:</b> 5.1.1 Number of borrowers obtaining micro- and small-enterprise credit.			
<b>UNIT OF MEASURE:</b> (Men/Women/Total).  <b>SOURCE:</b>  Save the Children (SAVE), Jordan Loan Guarantee Corporation (JLGC), Cooperative Housing Foundation (CHF) and other financial/non-financial institution(s) to be identified.  <b>INDICATOR DESCRIPTION:</b>  Number of micro- and small-enterprise active credit clients of USAID-supported institutions.  <b>COMMENTS:</b>  This indicator is intended to convey the "depth" of outreach -- in other words, the extent to which credit services are reaching under-served clients and the poor. The other finance institution(s) to be identified will receive funding for a MIS and targeted technical assistance aimed at instilling microfinance best practices during the first two years of the program. With a grounding in best practices, it will begin to make an impact on levels of commercial bank utilization beginning in year three. The target for 1998 was revised downward (from 6,060 to 5,600), because of an unanticipated delay in gaining Government approval for the start-up of the CHF credit program. Since not all grantees feature gender disaggregated targets in their programs, targets for this indicator do not feature gender disaggregation. Actuals from all grantees are, however, gender disaggregated, so for informational purposes the actuals in this table include this dimension. Actuals for the out years are displayed as follows: Men/Women/Total. The actual number of active micro and small credit clients for 1998 has exceeded the targeted number by 13%. SAVE clients are the major contributor to this number. Late in the year, CHF extended loans to 332 clients in less than a month, despite the unanticipated delays in receiving government approval to start the program. In addition, there was an increase in the number of micro and small bank loans guaranteed by the JLGC. USAID anticipates a major increase in the number of borrowers for 1999, as microfinance program activities move from planning/start-up to full implementation.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	Baseline 1996		2,708
	1997	4,320	8,486
	1998	5,600	M/W/T 963/ 5,348/ 6,311
	1999	10,700	
	2000	12,400	
	2001	15,000	

## PERFORMANCE DATA TABLE FOR JORDAN SO5

<b>OBJECTIVE:</b> SO5 Increased Economic Opportunities for Jordanians <b>APPROVED:</b> April 30, 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> 5.2 More Effective Identification and Implementation of Policy Reform.			
<b>INDICATOR:</b> 5.2.2 Level of foreign direct and domestic investments facilitated by Investment Promotion Corporation (IPC) incentives.			
<b>UNIT OF MEASURE:</b> Expressed in millions of U.S. dollars.  <b>SOURCE:</b>  Investment Promotion Corporation (IPC): Director General.  <b>INDICATOR DESCRIPTION:</b>  Sum of the values of foreign direct and domestic investments through companies benefiting from IPC incentives.  <b>COMMENTS:</b>  This indicator is a minor modification of the earlier Indicator 5.2.2, but targets are not changed. The level of foreign direct and domestic investment facilitated through the IPC is a good indicator of the overall investment and business climate in Jordan. USAID is providing assistance to the IPC in re-engineering its operations to bring it closer to international best practices in investment promotion. During 1998, progress was achieved in a number areas, including investor targeting, investor follow-up and tracking, and developing a strategy to promote foreign direct investment. While total investments for 1998 increased by 26%, compared to 1997, this figure is still short of USAID's target of \$730 million. However, the increase is significant in light of the difficult economic environment for 1998. Most of the increase was in the tourism sector, which registered a 62% increase from 1997. Foreign direct investment increased by 15%. The investment target for 1999 remains unchanged.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	Baseline		
	1996	--	492
	1997	590	535
	1998	730	675
	1999	940	
	2000	1,200	
	2001	1,540	

## PERFORMANCE DATA TABLE FOR JORDAN SO5

<b>OBJECTIVE:</b> SO5 Increased Economic Opportunities for Jordanians <b>APPROVED:</b> April 30, 1997 <b>COUNTRY/ORGANIZATION:</b> USAID/Jordan			
<b>RESULT NAME:</b> 5.3 Improved Environment for Sustained Policy Reform.			
<b>INDICATOR:</b> 5.3.6 Progress toward privatization of state-owned enterprises (SOE's).			
<b>UNIT OF MEASURE:</b>  <b>SOURCE:</b>  Prime Ministry's Executive Privatization Unit (EPU) and Ministry of Finance.  <b>INDICATOR DESCRIPTION:</b>  Cumulative number of major SOE privatization transactions and cumulative value of SOE assets transferred to private ownership or management control.  <b>COMMENTS:</b>  The planned, <i>major</i> privatization transactions include: Jordan Telecommunications Corporation, Jordan Cement Factories Corporation and Royal Jordanian Airlines. During 1998, the USAID-funded World Bank technical assistance fund provided assistance to the EPU to improve its capabilities to plan and implement an overall privatization strategy, as well as carry out specific privatization transactions in a range of sectors, including energy, transport, telecom, transport and water. The EPU is now fully staffed and has sufficient funding for its operations. On the plus side, the GOJ sold a 33% stake in the Jordan Cement Factories Corporation to a French cement firm. Progress was also made in moving forward with the privatization of the Aqaba Railway Corporation, the public bus company and a government-owned spa/hotel, each of which is likely to be finished in 1999. However, a major negative was the inability of the GOJ to conclude the sale of a 40% stake in the state-owned telecom company to a strategic partner. The transaction collapsed when one of two remaining international bidders withdrew their bid. Privatization targets for 1999 remain as scheduled. The GOJ continues to state its intention to privatize the Jordan Telecommunication Company and Royal Jordanian Airlines.	<b>YEAR</b>	<b>PLANNED</b>	<b>ACTUAL</b>
	Baseline 1998	--	EPU fully staffed. JTC privatization initiated. EPU targets established.
	1999	EPU Public Awareness program operational. Cumulative US\$ 50 million assets privatized.	
	2000	Cumulative US\$ 100 million assets privatized.	
	2001	At least 3 major privatization transactions completed. Cumulative US\$ 150 million assets privatized.	

## Part III: Resource Request

### Overview

Jordan's planned assistance levels are sufficient to meet USAID/Jordan's expanded development agenda for the next three years. The Mission expects to receive a core operating year budget (OYB) of at least \$150 million annually in FY 1999, FY 2000 and FY 2001. In addition, a \$50 million Wye accord supplement is anticipated this fiscal year and another \$50 million supplement in FY 2000. Therefore, USAID/Jordan expects to obligate \$200 million in FY 1999 and FY 2000. The Mission's OYB is comprised entirely of Economic Support Funds (ESF).

### Financial Plan

The funding levels needed to achieve the Mission's three Strategic Objectives over the next three years are detailed in the "Budget Request by Program/Country" table provided in Annex A. Allocations among strategic objectives are similar to those presented in the 2000 R4. Some adjustments will be made, however, once funding levels for this and next year are finalized. These additional funds will be allocated among the water and economic opportunities sectors and are expected to include an increase in the balance of payments, cash-transfer program and additional water infrastructure activities. A small funding increase for the Reproductive and Primary Health Care Strategic Objective is also possible.

An illustrative funding synopsis (without the \$100 million supplement) is presented below:

<b>Strategic Objective</b>	<b>FY99 OYB</b>	<b>FY99 Expenditures</b>	<b>FY00 OYB</b>	<b>FY00 Expenditures</b>	<b>FY01 OYB</b>	<b>FY01 Expenditures</b>
<b>Water</b>	60	42	60	64	60	80
<b>Family Planning</b>	15	13	15	13	15	10
<b>Economic Opportunities</b>	75	70	75	75	75	80
<b>Total</b>	150	125	150	152	150	170

USAID/Jordan's strategic construct is flexible enough that annual allocations among Strategic Objectives, especially between the Mission's Water Resources and Economic Opportunities Strategic Objectives, can be readily adjusted, based upon implementation progress and pipelines. As the Budget Request by Program/Country table indicates, the Mission is unlikely to incur pipelines in excess of 24 months for the Mission's overall program at any time during the next three years (the large cash-transfer program helps ensure healthy expenditure figures each year). However, planned water infrastructure construction could slow expenditure rates and may result in an increasing pipeline in the water sector, given the length of time required to design and then

construct badly needed water infrastructure projects. Throughout the three-year period, the Mission will monitor both obligations and expenditures to ensure that an appropriate balance is maintained between the two.

### **Global Bureau Programs**

Several Global Bureau activities remain critical to achieving USAID/Jordan's strategic objectives. The Mission anticipates procuring approximately \$28 million in Global Bureau services and commodities through 2001; \$11.3 million would come through "unit obligations" and the remaining \$16.7 million as Global Bureau-obligated field support.

### **Workforce and Operating Expenses**

The USAID/Jordan is not requesting an increase above the ANE Bureau-provided USDH workforce planning levels for this planning period. However, the Mission has requested an International Development Intern (IDI) in the environmental backstop as well as a project-funded AAAS fellow for the water sector Strategic Objective beginning in FY 2000. The operating expense budgets for each year represent the minimum level of operational resources necessary to responsibly and effectively manage a \$550 million plus program during the next three years.

The number of USDH positions remain constant at 11 in each of the next three years. The IDI would not be considered a full-fledged Mission USDH until FY 2002. Four of the USDH positions are regional and support one or more USAID Missions in the Near East region: the Regional Legal Advisor, the Regional Contracts Officer, the Regional Economics Advisor and the Regional Controller. The operating expense-funded (OE-funded) Foreign Service National (FSN) staffing will remain constant at 38 employees. At the end of FY 1999, the Mission will also employ two program-funded U.S. personal services contractors, one program-funded FSN personal services contractor and one PASA.

Utilizing FY 1999's OYB as an example, each of the 11 USDHs manage an average of \$18.2 million in new program obligations per year (i.e., \$200 million/11 USDHs). Of these 11 individuals, six USDHs have direct program implementation responsibilities (including the Mission Director). Of those six USDHs with direct program management responsibilities, each manages \$33.3 million annually or approximately a \$100 million portfolio for this R4 planning period (i.e., \$33.3 million/year for three years). These figures exclude the annual \$50 million-equivalent local currency program. Any workforce reductions below these levels will reduce management and accountability controls to unacceptable levels. Given that scarce staffing resources are now stretched to the limit, the Mission may at a later time need to revisit the existing management structure.

The Mission's FY 1999 operating expense (OE) budget request is \$2.620 million, inclusive of ICASS costs. USAID/Jordan requests \$3.009 million in FY 2000 and \$3.235 million for FY2001. The unusually low level of USDH turnover in FY 1999 makes the FY 2000 and FY 2001 budgets appear inflated. A closer analysis reveals that 68 percent and 78 percent of the FY 2000 and FY 2001, respectively, non-ICASS increase is attributable to USDH transfers (including the requested environmental IDI), which the Mission does not control. Estimated

FSN salary raises and the resultant ICASS costs account for the remaining increases. All other costs are essentially straight-lined, with NXP actually declining in FY 2001.

USAID/Jordan's substantial increase in program funds enabled the Mission to negotiate an extension to the local currency Trust Fund Agreement during 1998, using the then current Agency guidance concerning phasing out Trust Fund accounts. The Mission is pursuing an additional increase and extension that, if successful, will ensure sufficient local currency resources to augment OE levels through FY 2004.

**Operating Expense Budget (\$000)**

Appropriated	Dollars	Trust Funds	Total Budget
FY1999	\$1,809	\$811	\$2,620
FY2000	2,159	850	3,009
FY2001	3,235	0	3,235

The Mission anticipates ICASS expenses of \$473,000 in FY 1999; \$525,000 in FY 2000 and \$560,000 in FY 2001. \$25,000 of the ICASS increase in the FY 2000 and FY 2001 is related to the requested IDI. A modest FSN salary increase is included. For budgeting purposes, each USDH replacement is assumed to have three school-aged children or the same number as the incumbent, whichever is larger. Where known, a one-year extension for USDHs has been added to the second tour instead of a transfer.

GLOBAL FIELD SUPPORT									
Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)					
				FY 1999		FY 2000		FY 2001	
				Obligated by:		Obligated by:		Obligated by:	
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau
SO2 Improved Management of Water Resources	936-5743, Environmental Policy IQC (EPIQ)	H	1999	300					
	936-sso2, Environmental/Sanitary Engineering IQC	H	1999-2003	5350					
	936-4212, SEGIR/Privatization IQC	H	1997-2000	2000					
	ANE Activity No.298-0383, FORWARD Project	H	1999-2001		1597				
Sub-Total, SO2				7650	1597				
SO3 Improved Access to and Quality of Reproductive and Primary Health Care	936-3043.04 Measure (BUCEN-SCILS)	H	1999-2002		1,200		1,200		500
	936-3083.01 Measure (DHS)	H	1996-1998		0		250		800
	936-3052 IEC Support Project	H	1999-2003		1,265		1,690		1,890
	936-3068 AVSC International	H	1999-2004		900		500		450
	936-3078 Policy Project	H	1999-2000		400		400		400
	936-3057 Central Contraceptive Procurement	H	1999-2003		260		260		260
	936-3038 Family Planning Logistics Management	H	1999-2002		275		--		--
	936-3082.01 Linkages	H	1999-2001		200		200		200
	Commercial & Private Sector Strategies	M	1999-2004		500		500		500
	936-5974 Partnerships for Health Reform	H	1998-2000	2,000		1,700			
Sub- Total, SO3				2,000	5,000	1,700	5,000		5,000
SO5 Increased Economic opprotunities for Jordanians	936-3043.04 Measure (BUCEN-SCILS)	H	1999		200				
GRAND TOTAL.....				9,650	6,797	1,700	5,000	0	5,000

\* For Priorities use high, medium-high, medium, medium-low, low

Workforce Tables

Org _____ Jordan _____																
End of year On-Board								Total	Org.	Fin.	Admin.	Con-	All		Total	Total
<b>FY 1999 Estimate</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	SO/SpO	Mgmt.	Mgmt	Mgmt	tract	Legal	Other	Mgmt.	Staff
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0	1	1	0	1	0	0	3	1	1	1	1	1	3	8	11
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Direct Hire	0	2	0	0	0	0	0	2	0	2	2	0	0	0	4	6
Other FSN/TCN	0	2	4	0	4	0	0	10	1	4	11.5	2	0	4	22.5	32.5
Subtotal	0	5	5	0	5	0	0	15	2	7	14.5	3	1	7	34.5	50
<b>Program Funded 1/</b>																
U.S. Citizens	0	1.75	1	0	1	0	0	3.75	0	0	0	0	0	0	0	3.75
FSNs/TCNs	0	0.6	0	0	0	0	0	0.6	0	0	0	0	0	0	0	0.6
Subtotal	0	2.35	1	0	1	0	0	4.35	0	0	0	0	0	0	0	4.35
Total Direct Workforce	0	7.35	6	0	6	0	0	19.35	2	7	14.5	3	1	7	34.5	54
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IDIs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL WORKFORCE</b>	0	7.35	6	0	6	0	0	19.35	2	7	14.5	3	1	7	34.5	54

1/ Excludes TAACS, Fellows, and IDIs

Workforce Tables

	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2000 Target</b>																
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0	1	1	0	1	0	0	3	1	1	1	1	1	3	8	11
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Direct Hire	0	2	0	0	0	0	0	2	0	2	2	0	0	0	4	6
Other FSN/TCN	0	2	4	0	4	0	0	10	1	4	11.5	2	0	4	22.5	32.5
Subtotal	0	5	5	0	5	0	0	15	2	7	14.5	3	1	7	34.5	50
<b>Program Funded 1/</b>																
U.S. Citizens	0	1	1	0	1	0	0	3	0	0	0	0	0	0	0	3
FSNs/TCNs	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	0	2	1	0	1	0	0	4	0	0	0	0	0	0	0	4
Total Direct Workforce	0	7	6	0	6	0	0	19	2	7	14.5	3	1	7	34.5	54
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
IDIs	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	2
<b>TOTAL WORKFORCE</b>	0	9	6	0	6	0	0	21	2	7	14.5	3	1	7	34.5	56

<b>FY 2000 Request</b>																
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0	1	1	0	1	0	0	3	1	1	1	1	1	3	8	11
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Direct Hire	0	2	0	0	0	0	0	2	0	2	2	0	0	0	4	6
Other FSN/TCN	0	2	4	0	4	0	0	10	1	4	11.5	2	0	4	22.5	32.5
Subtotal	0	5	5	0	5	0	0	15	2	7	14.5	3	1	7	34.5	50
<b>Program Funded 1/</b>																
U.S. Citizens	0	1	1	0	1	0	0	3	0	0	0	0	0	0	0	3
FSNs/TCNs	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	0	2	1	0	1	0	0	4	0	0	0	0	0	0	0	4
Total Direct Workforce	0	7	6	0	6	0	0	19	2	7	14.5	3	1	7	34.5	54
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
IDIs	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	2
<b>TOTAL WORKFORCE</b>	0	9	6	0	6	0	0	21	2	7	14.5	3	1	7	34.5	56

1/ Excludes TAACS, Fellows, and IDIs

**Workforce Tables**

Org End of year On-Board								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
<b>FY 2001 Target</b>	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0	1	1	0	1	0	0	3	1	1	1	1	1	3	8	11
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Direct Hire	0	2	0	0	0	0	0	2	0	2	2	0	0	0	4	6
Other FSN/TCN	0	2	4	0	4	0	0	10	1	4	11.5	2	0	4	22.5	32.5
Subtotal	0	5	5	0	5	0	0	15	2	7	14.5	3	1	7	34.5	50
<b>Program Funded 1/</b>																
U.S. Citizens	0	1	1	0	1	0	0	3	0	0	0	0	0	0	0	3
FSNs/TCNs	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	0	2	1	0	1	0	0	4	0	0	0	0	0	0	0	4
Total Direct Workforce	0	7	6	0	6	0	0	19	2	7	14.5	3	1	7	34.5	54
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
IDIs	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	2
<b>TOTAL WORKFORCE</b>	0	9	6	0	6	0	0	21	2	7	14.5	3	1	7	34.5	56

<b>FY 2001 Request</b>																
<b>OE Funded: 1/</b>																
U.S. Direct Hire	0	1	1	0	1	0	0	3	1	1	1	1	1	3	8	11
Other U.S. Citizens	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FSN/TCN Direct Hire	0	2	0	0	0	0	0	2	0	2	2	0	0	0	4	6
Other FSN/TCN	0	2	4	0	4	0	0	10	1	4	11.5	2	0	4	22.5	32.5
Subtotal	0	5	5	0	5	0	0	15	2	7	14.5	3	1	7	34.5	50
<b>Program Funded 1/</b>																
U.S. Citizens	0	1	1	0	1	0	0	3	0	0	0	0	0	0	0	3
FSNs/TCNs	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	0	2	1	0	1	0	0	4	0	0	0	0	0	0	0	4
Total Direct Workforce	0	7	6	0	6	0	0	19	2	7	14.5	3	1	7	34.5	54
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
IDIs	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Subtotal	0	2	0	0	0	0	0	2	0	0	0	0	0	0	0	2
<b>TOTAL WORKFORCE</b>	0	9	6	0	6	0	0	21	2	7	14.5	3	1	7	34.5	56

1/ Excludes TAACS, Fellows, and IDIs

Operating Expenses

Org. Title: Jordan		Overseas Mission Budgets														
Org. No: 278		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	178.9		178.9	193.8	0	193.8	193.8	0	193.8	210.4		210.4	210.4		210.4
	Subtotal OC 11.1	178.9	0	178.9	193.8	0	193.8	193.8	0	193.8	210.4	0	210.4	210.4	0	210.4
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH	0.7		0.7	1.4		1.4	1.4		1.4	2.1		2.1	2.1		2.1
11.5	FNDH	24.9		24.9	27		27	27		27	27.7		27.7	27.7		27.7
	Subtotal OC 11.5	25.6	0	25.6	28.4	0	28.4	28.4	0	28.4	29.8	0	29.8	29.8	0	29.8
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	3.5		3.5	4.5		4.5	4.5		4.5	39.5		39.5	39.5		39.5
11.8	FN PSC Salaries	9.2	811	820.2	70.5	850	920.5	70.5	850	920.5	1006.3	0	1006.3	1006.3	0	1006.3
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0		0			0			0			0			0
	Subtotal OC 11.8	12.7	811	823.7	75	850	925	75	850	925	1045.8	0	1045.8	1045.8	0	1045.8
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	110.3		110.3	212.8		212.8	212.8		212.8	263.5		263.5	263.5		263.5
12.1	Cost of Living Allowances	0		0	0		0	0		0	0		0	0		0
12.1	Home Service Transfer Allowances	0		0	0		0	0		0	0		0	0		0
12.1	Quarters Allowances	0		0	0		0	0		0	0		0	0		0
12.1	Other Misc. USDH Benefits	1.8		1.8	5.2		5.2	5.2		5.2	3.9		3.9	3.9		3.9
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	59.2		59.2	49		49	49		49	47.9		47.9	47.9		47.9
12.1	Other FNDH Benefits	15.6		15.6	16.9		16.9	16.9		16.9	18.3		18.3	18.3		18.3
12.1	US PSC Benefits	0		0	0		0	0		0	0		0	0		0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PS	50		50	47.8		47.8	47.8		47.8	50.1		50.1	50.1		50.1
12.1	Other FN PSC Benefits	0		0	0		0	0		0	0		0	0		0
12.1	IPA/Detail-In/PASA/RSSA Benefits	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 12.1	236.9	0	236.9	331.7	0	331.7	331.7	0	331.7	383.7	0	383.7	383.7	0	383.7
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0		0	0		0	0		0	0		0	0		0
13.0	Other Benefits for Former Personnel - FNDH	0		0	0		0	0		0	0		0	0		0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0		0	0		0	0		0	0		0	0		0
13.0	Other Benefits for Former Personnel - FN PSCs	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	10		10	10		10	10		10	10		10	10		10
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	8		8	46		46	46		46	46		46	46		46
21.0	Assignment to Washington Travel	0		0	0		0	0		0	0		0	0		0
21.0	Home Leave Travel	20.5		20.5	32		32	32		32	20.5		20.5	20.5		20.5
21.0	R & R Travel	37.5		37.5	23		23	23		23	42.5		42.5	42.5		42.5

Operating Expenses

Org. Title: Jordan		Overseas Mission Budgets														
Org. No: 278		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Education Travel	12		12	9		9	9		9	6		6	6		6
21.0	Evacuation Travel	10		10	10		10	10		10	10		10	10		10
21.0	Retirement Travel	0		0	0		0	0		0	0		0	0		0
21.0	Pre-Employment Invitational Travel	0		0	0		0	0		0	0		0	0		0
21.0	Other Mandatory/Statutory Travel	0		0	0		0	0		0	0		0	0		0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	10.5		10.5	10.5		10.5	10.5		10.5	10.5		10.5	10.5		10.5
21.0	Site Visits - Mission Personnel	15		15	15.5		15.5	15.5		15.5	15.5		15.5	15.5		15.5
21.0	Conferences/Seminars/Meetings/Retreats	43		43	41.5		41.5	41.5		41.5	45		45	45		45
21.0	Assessment Travel	0		0	0		0	0		0	0		0	0		0
21.0	Impact Evaluation Travel	0		0	0		0	0		0	0		0	0		0
21.0	Disaster Travel (to respond to specific disasters)	0		0	0		0	0		0	0		0	0		0
21.0	Recruitment Travel	0		0	0		0	0		0	0		0	0		0
21.0	Other Operational Travel	17		17	17		17	17		17	18		18	18		18
	Subtotal OC 21.0	183.5	0	183.5	214.5	0	214.5	214.5	0	214.5	224	0	224	224	0	224
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	25		25	100		100	100		100	100		100	100		100
22.0	Home Leave Freight	14		14	6		6	6		6	8.5		8.5	8.5		8.5
22.0	Retirement Freight	0		0	0		0	0		0	0		0	0		0
22.0	Transportation/Freight for Office Furniture/Equip.	14.4		14.4	15.4		15.4	15.4		15.4	13.5		13.5	13.5		13.5
22.0	Transportation/Freight for Res. Furniture/Equip.	10.9		10.9	11.8		11.8	11.8		11.8	10		10	10		10
	Subtotal OC 22.0	64.3	0	64.3	133.2	0	133.2	133.2	0	133.2	132	0	132	132	0	132
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	0		0	0		0	0		0	0		0	0		0
23.2	Rental Payments to Others - Warehouse Space	13.4		13.4	13.4		13.4	13.4		13.4	13.4		13.4	13.4		13.4
23.2	Rental Payments to Others - Residences	214.8		214.8	234.5		234.5	234.5		234.5	247.2		247.2	247.2		247.2
	Subtotal OC 23.2	228.2	0	228.2	247.9	0	247.9	247.9	0	247.9	260.6	0	260.6	260.6	0	260.6
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	1.2		1.2	1.2		1.2	1.2		1.2	1.2		1.2	1.2		1.2
23.3	Residential Utilities	43.1		43.1	47.1		47.1	47.1		47.1	47.1		47.1	47.1		47.1
23.3	Telephone Costs	30		30	30		30	30		30	30		30	30		30
23.3	ADP Software Leases	3		3	3		3	3		3	3		3	3		3
23.3	ADP Hardware Lease	7.5		7.5	7.5		7.5	7.5		7.5	7.5		7.5	7.5		7.5
23.3	Commercial Time Sharing	0		0	0		0	0		0	0		0	0		0
23.3	Postal Fees (Other than APO Mail)	0		0	0		0	0		0	0		0	0		0
23.3	Other Mail Service Costs	2.6		2.6	2.6		2.6	2.6		2.6	2.6		2.6	2.6		2.6
23.3	Courier Services	8.4		8.4	8.4		8.4	8.4		8.4	8.4		8.4	8.4		8.4
	Subtotal OC 23.3	95.8	0	95.8	99.8	0	99.8	99.8	0	99.8	99.8	0	99.8	99.8	0	99.8
24.0	Printing and Reproduction	1		1	1		1	1		1	1		1	1		1
	Subtotal OC 24.0	1	0	1	1	0	1	1	0	1	1	0	1	1	0	1
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	1		1	1		1	1		1	1		1	1		1
25.1	Management & Professional Support Services	10		10	10		10	10		10	10		10	10		10
25.1	Engineering & Technical Services	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 25.1	11	0	11	11	0	11	11	0	11	11	0	11	11	0	11
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Operating Expenses

Org. Title: Jordan		Overseas Mission Budgets														
Org. No: 278		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Office Security Guards	0		0	0		0	0		0	0		0	0		0
25.2	Residential Security Guard Services	30		30	33		33	33		33	36		36	36		36
25.2	Official Residential Expenses	0		0	0		0	0		0	0		0	0		0
25.2	Representation Allowances	1.2		1.2	1.2		1.2	1.2		1.2	1.2		1.2	1.2		1.2
25.2	Non-Federal Audits	10		10	10		10	10		10	10		10	10		10
25.2	Grievances/Investigations	0		0	0		0	0		0	0		0	0		0
25.2	Insurance and Vehicle Registration Fees	0.4		0.4	0.4		0.4	0.4		0.4	0.4		0.4	0.4		0.4
25.2	Vehicle Rental	0		0	0		0	0		0	0		0	0		0
25.2	Manpower Contracts	0		0	0		0	0		0	0		0	0		0
25.2	Records Declassification & Other Records Services	0		0	0		0	0		0	0		0	0		0
25.2	Recruiting activities	0		0	0		0	0		0	0		0	0		0
25.2	Penalty Interest Payments	0		0	0		0	0		0	0		0	0		0
25.2	Other Miscellaneous Services	4.7		4.7	4.7		4.7	4.7		4.7	4.6		4.6	4.6		4.6
25.2	Staff training contracts	7.5		7.5	7.5		7.5	7.5		7.5	7.5		7.5	7.5		7.5
25.2	ADP related contracts	6		6	6		6	6		6	6		6	6		6
	Subtotal OC 25.2	59.8	0	59.8	62.8	0	62.8	62.8	0	62.8	65.7	0	65.7	65.7	0	65.7
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	473		473	525		525	525		525	560		560	560		560
25.3	All Other Services from Other Gov't. accounts	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 25.3	473	0	473	525	0	525	525	0	525	560	0	560	560	0	560
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	1.5		1.5	1.5		1.5	1.5		1.5	1.5		1.5	1.5		1.5
25.4	Residential Building Maintenance	5		5	10		10	10		10	15		15	15		15
	Subtotal OC 25.4	6.5	0	6.5	11.5	0	11.5	11.5	0	11.5	16.5	0	16.5	16.5	0	16.5
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0		0	0		0	0		0	0		0	0		0
25.7	Storage Services	0		0	0		0	0		0	0		0	0		0
25.7	Office Furniture/Equip. Repair and Maintenance	9		9	9		9	9		9	9		9	9		9
25.7	Vehicle Repair and Maintenance	12		12	12		12	12		12	10		10	10		10
25.7	Residential Furniture/Equip. Repair and Maintenance	1.7		1.7	0.8		0.8	0.8		0.8	0.9		0.9	0.9		0.9
	Subtotal OC 25.7	22.7	0	22.7	21.8	0	21.8	21.8	0	21.8	19.9	0	19.9	19.9	0	19.9
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	58.5		58.5	54.5		54.5	54.5		54.5	54.5		54.5	54.5		54.5
	Subtotal OC 26.0	58.5	0	58.5	54.5	0	54.5	54.5	0	54.5	54.5	0	54.5	54.5	0	54.5
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	26.2		26.2	55.8		55.8	55.8		55.8	40.8		40.8	40.8		40.8
31.0	Purchase of Office Furniture/Equip.	43.6		43.6	23.4		23.4	23.4		23.4	18.2		18.2	18.2		18.2
31.0	Purchase of Vehicles	28		28	30		30	30		30	31.5		31.5	31.5		31.5
31.0	Purchase of Printing/Graphics Equipment	6.8		6.8	1.9		1.9	1.9		1.9	7.8		7.8	7.8		7.8
31.0	ADP Hardware purchases	40		40	30		30	30		30	16		16	16		16
31.0	ADP Software purchases	6		6	6		6	6		6	6		6	6		6
	Subtotal OC 31.0	150.6	0	150.6	147.1	0	147.1	147.1	0	147.1	120.3	0	120.3	120.3	0	120.3
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

### Operating Expenses

Org. Title: Jordan		Overseas Mission Budgets														
Org. No: 278		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0	Purchase of Land & Buildings (& bldg. construction)	0		0	0		0	0		0	0		0	0		0
32.0	Purchase of fixed equipment for buildings	0		0	0		0	0		0	0		0	0		0
32.0	Building Renovations/Alterations - Office	0		0	0		0	0		0	0		0	0		0
32.0	Building Renovations/Alterations - Residential	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities	0		0			0			0			0			0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		1809	811	2620	2159	850	3009	2159	850	3009	3235	0	3235	3235	0	3235

### Additional Mandatory Information

[illegible]

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal:	109.2	96.8	96.8	98	98
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Organization: Jordan  
278

Foreign National Voluntary Separation Account									
Action	FY 1999			FY 2000			FY 2001		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	109.2	0.0	109.2	96.8	0.0	96.8	98.0	0.0	98.0
Withdrawals	0.0	0.0	0.0	100.0	0.0	100.0	0.0	0.0	0.0

Local Currency Trust Funds - Regular			
	FY 1999	FY 2000	FY 2001
Balance Start of Year	637.0	342.0	0.0
Obligations	811.0	850.0	0.0
Deposits	516.0	508.0	0.0
Balance End of Year	342.0	0.0	0.0

**Exchange Rate**                      0.71              0.71              \_\_\_\_\_

Local Currency Trust Funds - Real Property			
	FY 1999	FY 2000	FY 2001
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

**Exchange Rate**                      \_\_\_\_\_              \_\_\_\_\_              \_\_\_\_\_

Controller Operations

Org. Title: Jordan		Overseas Mission Budgets														
Org. No: 278		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.1	Base Pay & pymt. for annual leave balances - FNDH	58		58	62.7		62.7	62.7		62.7	67.8		67.8	67.8		67.8
	Subtotal OC 11.1	58	0	58	62.7	0	62.7	62.7	0	62.7	67.8	0	67.8	67.8	0	67.8
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.3	Base Pay & pymt. for annual leave balances - FNDH	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 11.3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.5	USDH			0	0		0	0		0	0		0	0		0
11.5	FNDH	7.2		7.2	7.5		7.5	7.5		7.5	8		8	8		8
	Subtotal OC 11.5	7.2	0	7.2	7.5	0	7.5	7.5	0	7.5	8	0	8	8	0	8
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
11.8	USPSC Salaries	0		0			0	0		0	35		35	35		35
11.8	FN PSC Salaries		96.8	96.8	0	136.2	136.2	0	136.2	136.2	146.6		146.6	146.6		146.6
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 11.8	0	96.8	96.8	0	136.2	136.2	0	136.2	136.2	181.6	0	181.6	181.6	0	181.6
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	20.6		20.6	23		23	23		23	41		41	41		41
12.1	Cost of Living Allowances	0		0	0		0	0		0	0		0	0		0
12.1	Home Service Transfer Allowances	0		0	0		0	0		0	0		0	0		0
12.1	Quarters Allowances	0		0	0		0	0		0	0		0	0		0
12.1	Other Misc. USDH Benefits	0		0	0		0	0		0	0		0	0		0
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to FSN Voluntary Separation Fund - FNDH	16.9		16.9	11.2		11.2	11.2		11.2	13.5		13.5	13.5		13.5
12.1	Other FNDH Benefits	2		2	2		2	2		2	3		3	3		3
12.1	US PSC Benefits	0		0	0		0	0		0	0		0	0		0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	** Payments to the FSN Voluntary Separation Fund - FN PS	6		6	7.2		7.2	7.2		7.2	7.9		7.9	7.9		7.9
12.1	Other FN PSC Benefits	0		0	0		0	0		0	0		0	0		0
12.1	IPA/Detail-In/PASA/RSSA Benefits	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 12.1	45.5	0	45.5	43.4	0	43.4	43.4	0	43.4	65.4	0	65.4	65.4	0	65.4
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0		0	0		0	0		0	0		0	0		0
13.0	Other Benefits for Former Personnel - FNDH	0		0	0		0	0		0	0		0	0		0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0		0	0		0	0		0	0		0	0		0
13.0	Other Benefits for Former Personnel - FN PSCs	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 13.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Training Travel	0		0	0		0	0		0	0		0	0		0
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	0		0	0		0	0		0	10		10	10		10
21.0	Assignment to Washington Travel	0		0	0		0	0		0	0		0	0		0
21.0	Home Leave Travel	0		0	0		0	0		0	10		10	10		10
21.0	R & R Travel	7.5		7.5	7.5		7.5	7.5		7.5	0		0	0		0

**Controller Operations**

<b>Org. Title:</b>		<b>Overseas Mission Budgets</b>														
<b>Org. No:</b>		<b>FY 1999 Estimate</b>			<b>FY 2000 Target</b>			<b>FY 2000 Request</b>			<b>FY 2001 Target</b>			<b>FY 2001 Request</b>		
<b>OC</b>		<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>	<b>Dollars</b>	<b>TF</b>	<b>Total</b>
21.0	Education Travel	3		3	3		3	3		3	3		3	3		3
21.0	Evacuation Travel	1		1	1		1	1		1	1		1	1		1
21.0	Retirement Travel	0		0	0		0	0		0	0		0	0		0
21.0	Pre-Employment Invitational Travel	0		0	0		0	0		0	0		0	0		0
21.0	Other Mandatory/Statutory Travel	0		0	0		0	0		0	0		0	0		0
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	0		0	0		0	0		0	0		0	0		0
21.0	Site Visits - Mission Personnel	0.5		0.5	0.5		0.5	0.5		0.5	0.5		0.5	0.5		0.5
21.0	Conferences/Seminars/Meetings/Retreats	3		3	3		3	3		3	3		3	3		3
21.0	Assessment Travel	0		0	0		0	0		0	0		0	0		0
21.0	Impact Evaluation Travel	0		0	0		0	0		0	0		0	0		0
21.0	Disaster Travel (to respond to specific disasters)	0		0	0		0	0		0	0		0	0		0
21.0	Recruitment Travel	0		0	0		0	0		0	0		0	0		0
21.0	Other Operational Travel	0		0	0		0	0		0	0		0	0		0
Subtotal OC 21.0		15	0	15	15	0	15	15	0	15	27.5	0	27.5	27.5	0	27.5
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	0		0	0		0	0		0	25		25	25		25
22.0	Home Leave Freight	0		0	0		0	0		0	2.5		2.5	2.5		2.5
22.0	Retirement Freight	0		0	0		0	0		0	0		0	0		0
22.0	Transportation/Freight for Office Furniture/Equip.	0		0	0		0	0		0	0		0	0		0
22.0	Transportation/Freight for Res. Furniture/Equip.	0		0	0		0	0		0	4		4	4		4
Subtotal OC 22.0		0	0	0	0	0	0	0	0	0	31.5	0	31.5	31.5	0	31.5
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	0		0	0		0	0		0	0		0	0		0
23.2	Rental Payments to Others - Warehouse Space	0		0	0		0	0		0	0		0	0		0
23.2	Rental Payments to Others - Residences	19.7		19.7	19.7		19.7	19.7		19.7	21.2		21.2	21.2		21.2
Subtotal OC 23.2		19.7	0	19.7	19.7	0	19.7	19.7	0	19.7	21.2	0	21.2	21.2	0	21.2
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	0		0	0		0	0		0	0		0	0		0
23.3	Residential Utilities	3.9		3.9	3.9		3.9	3.9		3.9	3.9		3.9	3.9		3.9
23.3	Telephone Costs	2.5		2.5	2.5		2.5	2.5		2.5	2.5		2.5	2.5		2.5
23.3	ADP Software Leases	0		0	0		0	0		0	0		0	0		0
23.3	ADP Hardware Lease	0		0	0		0	0		0	0		0	0		0
23.3	Commercial Time Sharing	0		0	0		0	0		0	0		0	0		0
23.3	Postal Fees (Other than APO Mail)	0		0	0		0	0		0	0		0	0		0
23.3	Other Mail Service Costs	0		0	0		0	0		0	0		0	0		0
23.3	Courier Services	0.6		0.6	0.6		0.6	0.6		0.6	0.6		0.6	0.6		0.6
Subtotal OC 23.3		7	0	7	7	0	7	7	0	7	7	0	7	7	0	7
24.0	Printing and Reproduction	0		0	0		0	0		0	0		0	0		0
Subtotal OC 24.0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1	Studies, Analyses, & Evaluations	0		0	0		0	0		0	0		0	0		0
25.1	Management & Professional Support Services	0		0	0		0	0		0	0		0	0		0
25.1	Engineering & Technical Services	0		0	0		0	0		0	0		0	0		0
Subtotal OC 25.1		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Controller Operations

Org. Title: Jordan		Overseas Mission Budgets														
Org. No: 278		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.2	Office Security Guards	0		0	0		0	0		0	0		0	0		0
25.2	Residential Security Guard Services	2.7		2.7	3		3	3		3	3.3		3.3	3.3		3.3
25.2	Official Residential Expenses	0		0	0		0	0		0	0		0	0		0
25.2	Representation Allowances	0		0	0		0	0		0	0		0	0		0
25.2	Non-Federal Audits	0		0	0		0	0		0	0		0	0		0
25.2	Grievances/Investigations	0		0	0		0	0		0	0		0	0		0
25.2	Insurance and Vehicle Registration Fees	0		0	0		0	0		0	0		0	0		0
25.2	Vehicle Rental	0		0	0		0	0		0	0		0	0		0
25.2	Manpower Contracts	0		0	0		0	0		0	0		0	0		0
25.2	Records Declassification & Other Records Services	0		0	0		0	0		0	0		0	0		0
25.2	Recruiting activities	0		0	0		0	0		0	0		0	0		0
25.2	Penalty Interest Payments	0		0	0		0	0		0	0		0	0		0
25.2	Other Miscellaneous Services	0		0	0		0	0		0	0		0	0		0
25.2	Staff training contracts	0		0	0		0	0		0	0		0	0		0
25.2	ADP related contracts	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 25.2	2.7	0	2.7	3	0	3	3	0	3	3.3	0	3.3	3.3	0	3.3
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3	ICASS	43		43	45		45	45		45	48.7		48.7	48.7		48.7
25.3	All Other Services from Other Gov't. accounts	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 25.3	43	0	43	45	0	45	45	0	45	48.7	0	48.7	48.7	0	48.7
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4	Office building Maintenance	0		0	0		0	0		0	0		0	0		0
25.4	Residential Building Maintenance	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 25.4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7	ADP and telephone operation and maintenance costs	0		0	0		0	0		0	0		0	0		0
25.7	Storage Services	0		0	0		0	0		0	0		0	0		0
25.7	Office Furniture/Equip. Repair and Maintenance	0		0	0		0	0		0	0		0	0		0
25.7	Vehicle Repair and Maintenance	0		0	0		0	0		0	0		0	0		0
25.7	Residential Furniture/Equip. Repair and Maintenance	0.2		0.2	0.2		0.2	0.2		0.2	0.2		0.2	0.2		0.2
	Subtotal OC 25.7	0.2	0	0.2	0.2	0	0.2	0.2	0	0.2	0.2	0	0.2	0.2	0	0.2
25.8	Subsistence & spt. of persons (by contract or Gov't.)	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 25.8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26.0	Supplies and materials	1		1	1		1	1		1	1		1	1		1
	Subtotal OC 26.0	1	0	1	1	0	1	1	0	1	1	0	1	1	0	1
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	0		0	0		0	0		0	20		20	20		20
31.0	Purchase of Office Furniture/Equip.	0		0	0		0	0		0	0		0	0		0
31.0	Purchase of Vehicles	0		0	0		0	0		0	0		0	0		0
31.0	Purchase of Printing/Graphics Equipment	0		0	0		0	0		0	0		0	0		0
31.0	ADP Hardware purchases	0		0	0		0	0		0	0		0	0		0
31.0	ADP Software purchases	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 31.0	0	0	0	0	0	0	0	0	0	20	0	20	20	0	20
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		

Controller Operations

Org. Title: Jordan Org. No: 278 OC		Overseas Mission Budgets														
		FY 1999 Estimate			FY 2000 Target			FY 2000 Request			FY 2001 Target			FY 2001 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
32.0	Purchase of Land & Buildings (& bldg. construction)	0		0	0		0	0		0	0		0	0		0
32.0	Purchase of fixed equipment for buildings	0		0	0		0	0		0	0		0	0		0
32.0	Building Renovations/Alterations - Office	0		0	0		0	0		0	0		0	0		0
32.0	Building Renovations/Alterations - Residential	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 32.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42.0	Claims and indemnities	0		0	0		0	0		0	0		0	0		0
	Subtotal OC 42.0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL BUDGET		199.3	96.8	296.1	204.5	136.2	340.7	204.5	136.2	340.7	483.2	0	483.2	483.2	0	483.2

Additional Mandatory Information

Dollars Used for Local Currency Purchases		<u>92.1</u>		<u>97.1</u>		<u>97.1</u>		<u>253.3</u>		<u>253.3</u>
Exchange Rate Used in Computations		<u>0.71</u>	<u>0.71</u>	<u>0.71</u>	<u>0.71</u>	<u>0.71</u>	<u>0.71</u>	<u>0.71</u>	<u>0.71</u>	<u>0.71</u>

\*\* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.  
On that form, OE funded deposits must equal: 22.9 18.4 18.4 21.4 21.4

**Instructions for completing R4 Budget Request tables:**

Prepare one set of tables for each Appropriation Account. Tables for the Development Assistance (DA) and Child Survival and Disease Accounts may be combined on one table. For this table, please complete the account splits at the bottom of the table.

Overwrite the S.O. number label with the current S.O. designations as used in the Congressional Presentation. Use Sp. O. for Special Objectives; S.S. for support objectives.

Enter the S.O. title immediately following its number.

For the FY1999 table, the Budget Request levels are to include only current year (NOA) funds. Do not include Carryforward or recoveries.

At the bottom of each table, enter the amount the program is to contribute to the Agency Global Climate Change target. This amount will come from all goals, not only the Environment Goal.

## FY 1999 Budget Request by Program/Country

Program/Country: JORDAN

Approp Acct:ESF

(Enter either DA/CSD; ESF; NIS; or SEED)

Scenario

O. # , Title		FY 1999 Request														Est. S.O.	Est. S.O.
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Expendi- tures	Pipeline End of FY 99	
SO 1: Increased Foreign Exchange Earnings From Cultural and Nature Visitors ( Not active)																	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO2: 278-S002, Improved Water Resources Management																	
	Bilateral	50,753		20,000	10,000								20,753		33,000	146,224	
	Field Spt	9,247											9,247		9,247		
		60,000	0	20,000	10,000	0	0	0	0	0	0	0	30,000	0	42,247	146,224	
SO3: 278-S003, Improved Access to and Quality of Reproductive and Primary Health Care																	
	Bilateral	8,000						4,000				4,000			6,000	14,182	
	Field Spt	7,000						7,000				0			7,000		
		15,000	0	0	0	0	0	11,000	0	0	0	4,000	0	0	13,000	14,182	
SO 4: Other Activities in Support of Agency Objectives (Not active)																	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO5 :278-S005, Increased Economic Opportunities for Jordanians																	
	Bilateral	74,800			74,800										69,800	24,774	
	Field Spt	200			200										200		
		75,000	0	0	75,000	0	0	0	0	0	0	0	0	0	70,000	24,774	
SO 6:																	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 7:																	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SO 8:																	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Bilateral		133,553	0	20,000	84,800	0	0	4,000	0	0	0	4,000	20,753	0	108,800	185,180	
Total Field Support		16,447	0	0	200	0	0	7,000	0	0	0	0	9,247	0	16,447	0	
TOTAL PROGRAM		150,000	0	20,000	85,000	0	0	11,000	0	0	0	4,000	30,000	0	125,247	185,180	

## FY 99 Request Agency Goal Totals

Econ Growth	85,000
Democracy	0
HCD	0
PHN	15,000
Environment	30,000
Program ICASS	0
GCC (from all Goals)	0

## FY 99 Account Distribution (DA only)

Dev. Assist Program	150,000
Dev. Assist ICASS	
Dev. Assist Total:	150,000
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

# FY 2000 Budget Request by Program/Country

04-Mar-99

09:00 AM

Program/Country: JORDAN  
Approp Acct:ESF  
Scenario

(Enter either DA/CSD; ESF; NIS; or SEED)

D. # , Title		FY 2000 Request														Est. S.O.	Est. S.O.
	Bilateral/ Field Spt	Total	Micro- Enterprise	Agri- culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G		Expendi- tures	Pipeline End of FY 00
SO 1: Increased Foreign Exchange Earnings From Cultural and Nature Visitors ( Not active)																Year of Final Oblig:95	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO2: 278-S002, Improved Water Resources Management																Year of Final Oblig:01	
	Bilateral	60,000		20,000	10,000								30,000			64,000	142,224
	Field Spt	0															
		60,000	0	20,000	10,000	0	0	0	0	0	0	0	30,000	0	0	64,000	142,224
SO3: 278-S003, Improved Access to and Quality of Reproductive and Primary Health Care																Year of Final Oblig:01	
	Bilateral	8,300						4,150				4,150				6,300	16,182
	Field Spt	6,700						6,700								6,700	
		15,000	0	0	0	0	0	10,850	0	0	0	4,150	0	0	0	13,000	16,182
SO 4: Other Activities in Support of Agency Objectives (Not active)																Year of Final Oblig:01	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO5 :278-S005, Increased Economic Opportunities for Jordanians																Year of Final Oblig:01	
	Bilateral	75,000			75,000											75,000	24,774
	Field Spt	0															
		75,000	0	0	75,000	0	0	0	0	0	0	0	0	0	0	75,000	24,774
SO 6:																Year of Final Oblig:	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:																Year of Final Oblig:	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:																Year of Final Oblig:	
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		143,300	0	20,000	85,000	0	0	4,150	0	0	0	4,150	30,000	0	0	145,300	183,180
Total Field Support		6,700	0	0	0	0	0	6,700	0	0	0	0	0	0	0	6,700	0
<b>TOTAL PROGRAM</b>		<b>150,000</b>	<b>0</b>	<b>20,000</b>	<b>85,000</b>	<b>0</b>	<b>0</b>	<b>10,850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,150</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>152,000</b>	<b>183,180</b>

FY 00 Request Agency Goal Totals	
Econ Growth	85,000
Democracy	0
HCD	0
PHN	15,000
Environment	30,000
Program ICASS	0
GCC (from all Goals)	0

FY 00 Account Distribution (DA only)	
Dev. Assist Program	150,000
Dev. Assist ICASS	
Dev. Assist Total:	150,000
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account  
Tables for DA and CSD may be combined on one table.  
For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

# FY 2001 Budget Request by Program/Country

04-Mar-99

09:00 AM

Program/Country: JORDAN

Approp Acct:ESF  
Scenario

(Enter either DA/CSD; ESF; NIS; or SEED)

D. # , Title		FY 20001 Request													Est. S.O.		Future Cost (POST-2001)
	Bilateral/Field Spt	Total	Micro-Enterprise	Agri-culture	Other Economic Growth	Children's Basic Education (*)	Other HCD	Population	Child Survival (*)	Infectious Diseases (*)	HIV/AIDS (*)	Other Health	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of FY 01	
SO 1: Increased Foreign Exchange Earnings From Cultural and Nature Visitors ( Not active)															Year of Final Oblig:95		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO2: 278-S002, Improved Water Resources Management															Year of Final Oblig:01		
	Bilateral	60,000		20,000	10,000								30,000		80,000	122,224	
	Field Spt	0															
		60,000	0	20,000	10,000	0	0	0	0	0	0	0	30,000	0	80,000	122,224	0
SO3: 278-S003, Improved Access to and Quality of Reproductive and Primary Health Care															Year of Final Oblig:01		
	Bilateral	10,000						5,000				5,000			5,000	21,182	
	Field Spt	5,000						5,000				0			5,000		
		15,000	0	0	0	0	0	10,000	0	0	0	5,000	0	0	10,000	21,182	0
SO 4: Other Activities in Support of Agency Objectives (Not active)															Year of Final Oblig:94		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO5 :278-S005, Increased Economic Opportunities for Jordanians															Year of Final Oblig:01		
	Bilateral	75,000			75,000										80,000	19,774	
	Field Spt	0															
		75,000	0	0	75,000	0	0	0	0	0	0	0	0	0	80,000	19,774	0
SO 6:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 7:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															Year of Final Oblig:		
	Bilateral	0															
	Field Spt	0															
		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral		145,000	0	20,000	85,000	0	0	5,000	0	0	0	5,000	30,000	0	165,000	163,180	0
Total Field Support		5,000	0	0	0	0	0	5,000	0	0	0	0	0	0	5,000	0	0
<b>TOTAL PROGRAM</b>		<b>150,000</b>	<b>0</b>	<b>20,000</b>	<b>85,000</b>	<b>0</b>	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>30,000</b>	<b>0</b>	<b>170,000</b>	<b>163,180</b>	<b>0</b>

FY 01 Request Agency Goal Totals	
Econ Growth	85,000
Democracy	0
HCD	0
PHN	15,000
Environent	30,000
Program ICASS	0

FY 01 Account Distribution (DA only)	
Dev. Assist Program	150,000
Dev. Assist ICASS	
Dev. Assist Total:	150,000
CSD Program	0
CSD ICASS	
CSD Total:	0

Prepare one set of tables for each appropriation Account

Tables for DA and CSD may be combined on one table.

For the DA/CSD Table, columns marked with (\*) will be funded from the CSD Account

Environmental Impact Consideration			
Activity	Initial Environment Examination (IEE)	Environmental Assessment	Date
<b>SO2: Improved Water Resources Management:</b>			
<b>Conducted during FY 98:</b>			
The rehabilitation of springs and wells, Negative Determination (ND)	Yes	N/A	November 18, 1997
The Restructuring and Rehabilitation of the Greater Amman Water Distribution System, (ND)	Yes	N/A	June 21, 1998
Pest Control around As Samra Wastewater treatment Plant, (ND)	Yes	N/A	May 25, 1998
Review of the Zai treatment plant, , (ND)	Yes	N/A	August, 24, 1998
Technical Assistance for Water/Wastewater Private Sector Participation, Categorical Exclusion, (CE)	Yes	N/A	July 23, 1998
Review of Water/Wastewater facility for northern Jordan Valley Community, Positive Determination (PD)	Yes		August 30, 1998
<b>Planned for FY 99:</b>			
EA for the upgrading and expansion of Aqaba Water and Wastewater System			
EA wastewater treatment plants at North Jordan Valley		Yes	During 99
CE for the institutional building and Technical Assistance for WM&I		Yes	During 99
IEE for additional Improvement at Zai water treatment plant	Yes		During 99
IEE for the rehabilitation of additional springs and wells	Yes		During 99
<b>SO3: Improved Access to and Quality of Reproductive and Primary Health Care:</b>			
<b>Conducted during FY 98:</b>			
Initiative in Reproductive and Primary Health care in Jordan, (ND)	Yes	N/A	December 13, 1998
<b>Planned for FY 99:</b>			
None			
<b>SO5: Increased Economic Opportunities for Jordanians</b>			
<b>Conducted during FY 98:</b>			
Cash Transfer, Categorical Exclusion (CE)	Yes	N/A	June 29, 1998
<b>Planned for FY 99:</b>			
Categorical Exclusion (CE) CE for the whole SO			During 99

**ANNEX C :**  
**Summary of USAID/Jordan Strategy, 1997 - 2001**

STRATEGIC OBJECTIVES & INDICATORS	INTERMEDIATE RESULTS & SELECTED INDICATORS
<div>WATER</div> <div>Improved Water Resources Management</div>	<div>1. Stronger water institutions</div> <div>1. Financial Management Index.* 2. Index of water policy change. 3. Water resources information system development index.</div> <div>2. Increased efficiency in use of water resources</div> <div>1. Number of water systems designed or constructed/ rehabilitated.*</div> <div>3. Improved quality of wastewater</div> <div>1. Number of wastewater treatment systems designed or constructed.* 2. Capacity of wastewater treatment systems constructed to standard suitable for unrestricted irrigation.</div>
<div>1. Financial viability of water sector institutions.* 2. Volume of fresh water saved. 3. Volume of wastewater treated to WHO standards for use in unrestricted agriculture.</div>	<div>1. Increased access to business services</div> <div>1. Number of borrowers obtaining micro and small enterprise credit. 2. Percentage of repeat borrowers for USAID-supported microenterprise finance. 3. Client rating of business consulting services in USAID-supported BSCs.</div> <div>2. More effective identification &amp; implementation of policy reform</div> <div>1. Level of entrepreneurs' awareness of key economic policy reforms.</div> <div>3. Improved environment for sustained policy reform</div> <div>1. Index of Economic Reform (IER) composite score. 2. "Oracle" expert assessment of percentage in economic reform. 3. Progress towards accession to the World Trade Organization. 4. Progress towards efficient and well-regulated capital markets. 5. Progress towards privatization of state owned enterprises (SOEs).</div>
<div>ECONOMIC OPPORTUNITIES</div> <div>Increased Economic Opportunities for Jordanians</div>	<div>1. Improved knowledge of contraceptives</div> <div>1. 60% of MCRA correctly comprehend a given message. 2. 4000 trained service information providers (SIPS) are able to communicate correct information to MCRA's in the public sector clinic</div> <div>2. Increased availability of reproductive and primary health care services</div> <div>1. The percentage of physicians and nurses who demonstrate ability to use primary health care protocols increases from 0% in 1999 to 60% by December 2004. 2. Number of public sectors sites which provide a "full range" of quality family planning services increase from 123 in 1998 to 160 2004.</div> <div>3. Private sector family planning initiative,</div> <div>To be developed.</div> <div>4. Increased rationalization of health financing system</div> <div>1. A national health accounts system established. 2. Increase revenue generation in JAFPP clinics from 62% in 1998 to 80% in 2000</div>
<div>POPULATION</div> <div>Improved Access to and Quality of Reproductive and Primary Health Care</div>	<div>1. Total modern method contraceptive rate increases from an estimated 38.7 in 1998 to 43.7 by December2004. 2. Visits for Reproductive Health Services increase from estimated 6% in 1998 to 40% of total primary health care services in 2004.</div>

\* To be developed.

## Annex D: Miriam's Microfinance Story

### A \$140 Loan Makes a World of Difference.



Amman, Jordan --- To a casual observer her situation appears bleak, almost impossible. Eight children, a handicapped husband, and too little money. Yet Mrs. Mahmoud of Jabal Al-Zuhoor near Amman, Jordan, sees a bright future for herself, her handicapped husband and their eight children. It all started with her first microenterprise loan.

Mrs. Mahmoud instinctively knew the way out of poverty for her children was through education. She determined her children would be educated but needed money to pay for educational expenses. Her husband, suffering from a debilitating disease, regrettably, is unable to provide for his family of eight children. Though her neighbors and family do what they can to help. There is never enough money to meet basic educational expenses.

Yet Mrs. Mahmoud had a dream. She had previously sold some of her pastries and preserved foods to her neighbors. Many encouraged her to start a small business. Going into business takes money. Money she didn't have. Unfortunately, like most poor women in Jordan, Mrs. Mahmoud is considered unbankable. She was in a trap. Undaunted by her situation, she looked for a way out.

Through an outreach worker, Mrs. Mahmoud heard about the Jordan Women's Development Society, a microfinance NGO funded by USAID/Jordan. After some basic training, her loan application was approved and she received her first loan of \$140 to expand her small, home-based food processing and catering business. She repaid her first loan on time and in full. As a result, she qualified for a second, larger loan. She has proven her creditworthiness. As a result, she will have increasing access to credit to continue to build her business.

Now, she is planning to open a small pastry and sweet shop to better serve her growing number of customers. And USAID/Jordan will continue to assist her self-help efforts and others like her by offering training through a series of Arabic language trade specific and more advanced business management courses offered by another NGO. She'll learn how to build on the skills she already has to improve her marketing, inventory control and cash flow. She'll learn how to grow her business.

Mrs. Mahmoud is one of 15,000 micro-entrepreneurs, most of them women, who have benefited thus far from USAID's microfinance program in Jordan. NGOs have led the way but now commercial banks are offering not just savings programs for microentrepreneurs but joint lending with NGOs. Some commercial banks are offering microentrepreneurs loans through special subsidiary corporations specializing in microcredit. The national banking institute has added micro-lending courses to accredit micro-lending specialists.

USAID Jordan is now expanding its initiative and has recently announced a \$5 million support package, which will be managed under the Access to Microfinance and Improved Implementation of Policy Reform (AMIR) Program. AMIR will assist micro and small enterprises in suburban Amman, Zarqa, Irbid and other areas obtain small loans without the need for traditional collateral. More than 50% of these loans go to women who previously had no access to credit.

Working through commercial banks and NGOs committed to providing sustainable micro-finance; the \$5 million, three-year grant will provide technical assistance, training, operating expenses and initial loan capital for on lending to micro and small entrepreneurs.

Sustainable micro-finance lending programs around the world have proven to be successful contributors to stimulating economic growth of micro and small enterprises. Jordan's initiative is part of USAID's ten-year, one billion-dollar global program.